

**THE IMPACT OF PROCUREMENT PRACTICES ON ORGANIZATIONAL
PERFORMANCE: A CASE OF NATIONAL MEDICAL STORES**

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILMENT
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**UGANDA CHRISTIAN
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DECLARATION

I, Nshama Gwenny, hereby declare that this research report entitled, “the impact of procurement practices on organizational performance in the study context” is my original work and that it has never been submitted in any institution for any award. I have read the regulations of the university with regard to plagiarism and here declare that I abided by all of them.

Signature: 


Date: 12/12/2024

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APPROVAL

This is to acknowledge that this research report entitled, “the impact of procurement practices on organizational performance in the study context,” has been done under my supervision and is now ready for submission to the School of Business at Uganda Christian University.

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Date: 12/12/2024

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(Supervisor)

DEDICATION

With special regard, I wish to dedicate this piece of work to my parents 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, Mr. Nicson Katsime for the tireless efforts and expertise he rendered to me during his supervision.

Additionally, I acknowledge the management and employees of National Medical Stores for providing me with the necessary information to complete my research.

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ABSTRACT

The study examined the impact of procurement practices on organizational performance: a case study of National Medical Stores. It specifically focused on; establishing the relationship between procurement planning and organizational performance in the study context, evaluating the relationship between supplier selection and organizational performance in the study context, and examining the relationship between contract management and organizational performance in the study context.

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 and interviews during the data collection, both purposive and simple random sampling methods were used. A sample size of 52 respondents who are management and employees from the study context was also used in the study.

The study findings revealed a strong positive relationship between procurement practices and organizational performance at NMS. Procurement planning showed a significant correlation with organizational performance ($r = .636^{**}$, $p < .05$), highlighting its role in strategic resource allocation, cost efficiency, and minimizing operational delays. Supplier selection demonstrated the highest positive correlation ($r = .674^{**}$, $p < .05$), emphasizing the importance of rigorous selection criteria in enhancing supply chain efficiency, reducing risks, and improving service delivery. Additionally, contract management had a significant correlation ($r = .605^{**}$, $p < .05$), underscoring the need for clear contract terms, compliance monitoring, and risk-sharing mechanisms to optimize resource utilization and overall operational efficiency.

Finally, the study recommended the need for enhancing procurement planning for strategic resource allocation and cost efficiency, adopting a rigorous supplier selection framework to ensure quality and reliability, and improving contract management through clear terms and compliance monitoring. Additionally, continuous training in procurement management is

essential for staff capacity building, while integrating advanced digital tools will streamline processes, enhance transparency, and optimize operational efficiency at NMS.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This study was about examining the impact of procurement practices on organizational performance in the study context. The study's background, problem statement, purpose, aims, research questions, justification, significance, and conceptual framework are all presented in this chapter.

1.1 Background of the Study

Public procurement has become an issue of concern worldwide and has been subjected to reforms, restructuring, rules, and regulations (Mebrate & Shumet, 2024). Loosemore & Reid (2019) state that procurement practices comprise the actions taken by the purchasing organization to navigate and integrate its performance to increase productivity by reducing cost and time. The linkage of procurement to organizational performance, in particular, makes the embracing of best practices important to present organizational success. Various public institutions both in developing and developed countries have instituted purchasing reforms that involve laws and regulations (Rehman Khan et al., 2022). Procurement practices are vital functions in the public sector, since procurement process is generally a critical part of open spending in organizations. The linkage of procurement to organizational performance in particular, makes the embracing of best practices important to present organizational success (Ahmed, 2019).

In the public sector, effective procurement is particularly critical due to the need for transparency, accountability, and efficient use of taxpayer funds. Government agencies and public institutions, such as health services, require robust procurement systems to ensure that they meet their service delivery mandates (Agyeman, 2019). This is especially important in sectors like healthcare, where timely and reliable procurement of medical supplies can directly impact public health outcomes. The adoption of best procurement practices, including the use of technology, strategic sourcing, and supplier relationship management, can lead to significant improvements in organizational performance, service delivery, and public trust (Kamarundeen, 2023).

Globally, the significance of procurement practices on organizational performance is well recognized. In the United States, for instance, the implementation of advanced procurement strategies and technologies has been shown to enhance efficiency and reduce costs in both public and private sectors (Changalima & Mdee, 2023). Similarly, European countries such as Germany, the United Kingdom, and Sweden have adopted sophisticated procurement practices that emphasize sustainability, innovation, and strategic supplier partnerships. In Asia, countries like Japan, South Korea, and Singapore have leveraged technology and strategic sourcing to streamline their procurement processes, resulting in improved organizational performance and competitiveness. These global examples highlight the universal importance of effective procurement practices in driving organizational success across different regions and sectors (Mebrate & Shumet, 2024).

In Africa, the impact of procurement practices on organizational performance is equally significant, though often challenged by issues such as corruption, lack of capacity, and inadequate infrastructure (Adetayo et al., 2022). Countries like South Africa and Kenya have made strides in reforming their procurement systems to enhance transparency, accountability, and efficiency. In sub-Saharan Africa, countries such as Nigeria and Ghana are also recognizing the importance of effective procurement in improving public service delivery and organizational performance. Efforts to implement e-procurement systems and build procurement capacity are ongoing, with the aim of overcoming existing challenges and realizing the benefits of improved procurement practices (Adamu et al., 2021).

In Uganda, the National Medical Stores (NMS) serves as a critical case study for examining the impact of procurement practices on organizational performance. NMS is responsible for the procurement, storage, and distribution of essential medicines and medical supplies to public health facilities across the country (Nabukenya et al., 2022). Effective procurement practices at NMS are vital to ensuring the availability and quality of medical supplies, which directly affect healthcare delivery and public health outcomes. However, NMS has faced challenges such as delays in procurement processes, inefficiencies, and occasional shortages of essential medicines. By examining the procurement practices at NMS, this study aimed to identify areas for improvement and provide recommendations to enhance organizational performance, ultimately contributing to better health service delivery in Uganda (Kalinzi et al., 2023).

1.2 Problem statement

Procurement practices enhance organizational performance by ensuring value for money, timely delivery and customer satisfaction. For an organization like the NMS which is tasked with procuring, storing, and distributing essential medicines and medical supplies to public health facilities, effective procurement is critical (Bakhshi et al., 2023). However, the reality at NMS presents a stark contrast as the performance of the organization has deteriorated over the years. Evidence reveals frequent stock-outs and delays in delivery, leading to inefficiencies and compromised service quality. For instance, a report by the Ministry of Health (2021) highlighted that 38% of public health facilities experienced stock-outs of essential medicines, and 45% reported delivery delays. Additionally, NMS's customer satisfaction rate declined from 70% in 2018 to 55% in 2021, and an internal audit report in 2022 showed a 15% increase in procurement costs over three years, indicating poor value for money (Kalinzi et al., 2023). All this could be attributed to inadequate procurement planning, ineffective supplier management, and poor contract management, resulting in diminished service quality, increased costs, and decreased public trust in the healthcare system. If these issues are not addressed, they could lead to further deterioration in health service delivery and higher operational costs (Nabukenya et al., 2022).

Furthermore, despite the critical importance of procurement practices, there is a notable research gap in understanding their specific impact on the organizational performance of public medical supply agencies in Uganda (Mebrate & Shumet, 2024). While scholars like Kamarundeen (2023) and Chagalima & Mdee (2023) have explored general challenges in public procurement and supply chain management in Africa, there is limited empirical research focused on the detailed dynamics at NMS. Previous studies have highlighted procurement inefficiencies and the need for improved governance but have not provided an in-depth analysis of how procurement practices directly impact performance metrics such as value for money, quality of service, timeliness, customer satisfaction, and cost reduction within the Ugandan context. This study aimed to fill this gap by examining how procurement practices affect organizational performance in the study context.

1.3 Purpose of the study

The purpose of the study was to examine the impact of procurement practices on organizational performance in the study context.

1.4 Objectives of the study

- i. To establish the relationship between procurement planning and organizational performance in the study context.
- ii. To evaluate the relationship between supplier selection and organizational performance in the study context.
- iii. To examine the relationship between contract management and organizational performance in the study context.

1.5 Research questions

- i. What is the relationship between procurement planning and organizational performance in the study context?
- ii. What is the relationship between supplier selection and organizational performance in the study context?
- iii. What is the relationship between contract management and organizational performance in the study context?

1.6 Scope of the study

The scope of the study covered three dimensions that is; content, geographical and time and these are discussed in detail below.

1.6.1 Content scope

This study specifically focused on; establishing the relationship between procurement planning and organizational performance in the study context, evaluating the relationship between supplier selection and organizational performance in the study context, and examining the relationship between contract management and organizational performance in the study context.

1.6.2 Geographical scope

Geographically, the study was conducted in National Medical Stores (NMS) located on Plot 4-12 Nsamizi Road P.O Box 16 Entebbe, Uganda. National Medical Stores (NMS) was chosen due to its critical role in the procurement, storage, and distribution of essential medicines and medical supplies to public health facilities across Uganda.

1.6.3 Time scope

The study focused on scholarly material from the period 2019 to 2024. It was also carried out for a period of three month from November 2024 to January, 2025.

1.7 Significance of the study

The study will be of help to policymakers by providing them with empirical evidence on the critical areas within procurement practices that need improvement. This will inform the development of more robust procurement policies and frameworks that ensure transparency, efficiency, and cost-effectiveness in the procurement processes of public institutions like NMS.

The study will also be of help to the management of National Medical Stores by identifying specific weaknesses in their procurement processes and offering actionable recommendations for improvement. Understanding the direct impact of procurement practices on organizational performance will help NMS management implement strategic changes that enhance efficiency, reduce costs, and improve the overall quality of service.

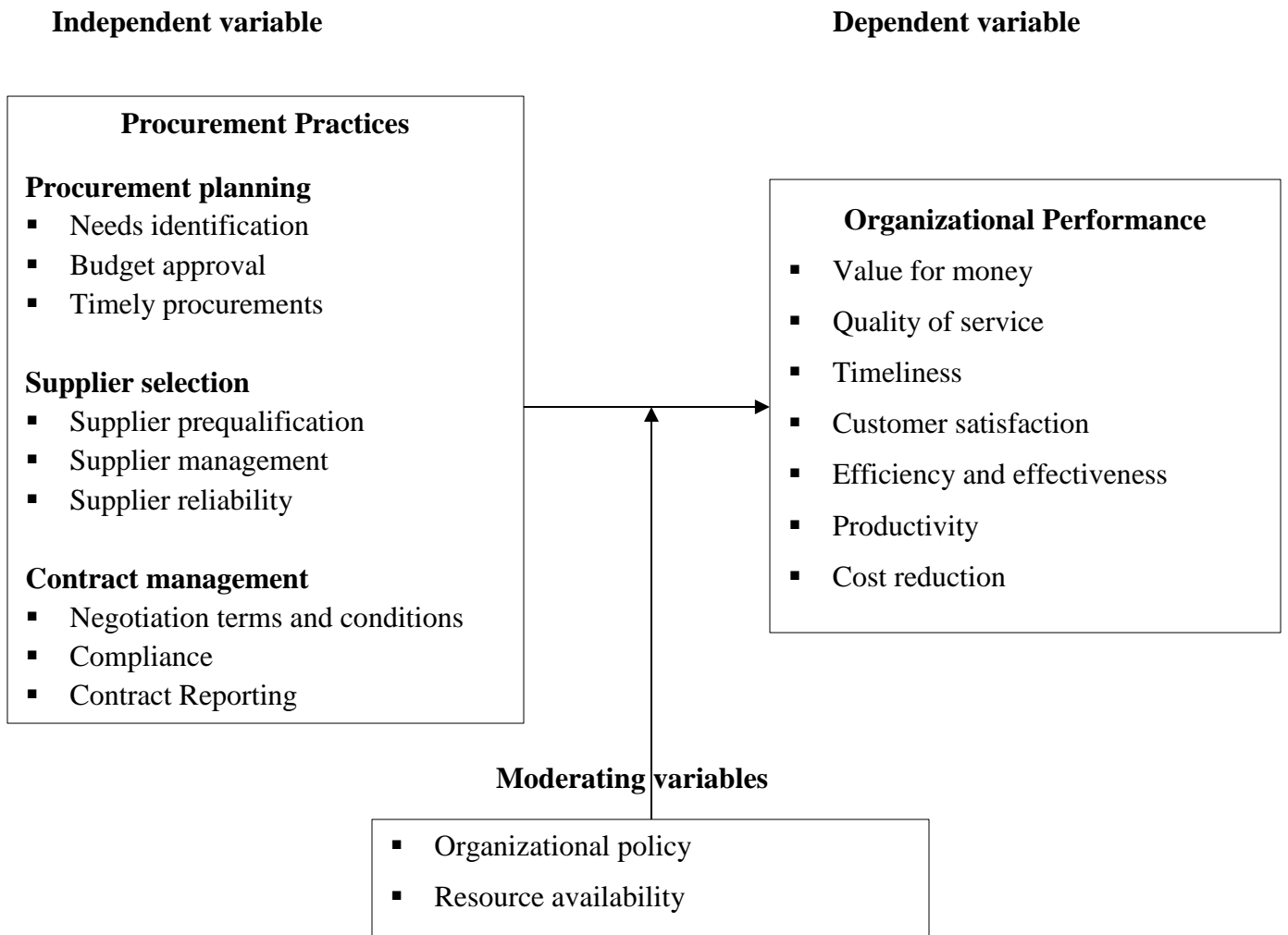
Furthermore, the study will be of help to future researchers by filling the existing research gap in the area of procurement practices and organizational performance within the context of public medical supply agencies in Uganda. It will provide a detailed analysis and valuable data that future researchers can build upon, potentially exploring new dimensions of procurement efficiency and its broader impacts on public health systems.

Finally, the study will be of help to procurement professionals by highlighting best practices and common pitfalls within the procurement processes of a major public health institution. This knowledge can be applied to improve procurement strategies not only within NMS but also in other similar organizations. By learning from the findings, procurement professionals can

enhance their skills and contribute to more efficient and effective procurement practices in their respective fields.

1.8 Conceptual framework

Figure 1: Conceptual Framework



Source: *Adopted from, Mebrate & Shumet (2024) and modified by the researcher (2024)*

The conceptual framework for this study examines the impact of procurement practices on organizational performance, identifying procurement planning, supplier selection, and contract management as the key components of procurement practices. Procurement planning includes needs identification, budget approval, and timely procurements; supplier selection involves supplier prequalification, management, and reliability; and contract management encompasses

negotiation terms and conditions, compliance, and contract reporting. These practices influence organizational performance metrics such as value for money, quality of service, timeliness, customer satisfaction, efficiency and effectiveness, productivity, and cost reduction. Additionally, the relationship between procurement practices and organizational performance is moderated by organizational policy and resource availability.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviewed the scholarly materials put forward by several personalities on the impact of procurement practices on organizational performance as well as critically analyzing the deviations in the explanations to find out the research gap in the study variables. Literature was reviewed objectively by starting with definition of a concept followed by reviewing of objectives. Sources like newspaper articles, magazines, encyclopedia and books related to the study were used.

2.1 Definitions and concepts of the variables

2.1.1 Procurement Practices

Procurement practices refer to the methods, strategies, and processes organizations utilize to acquire goods and services efficiently and cost-effectively. According to Kristensen et al. (2021), procurement practices encompass a broad range of activities including supplier selection, negotiation, contract management, and relationship management. These practices aim to secure the best possible terms for the organization while ensuring quality and timeliness in the delivery of goods and services. The authors emphasize that strategic procurement practices contribute significantly to an organization's competitive advantage by optimizing costs and improving operational efficiency (Wanja & Achuora, 2020).

Furthermore, procurement practices have evolved to incorporate advanced technologies and strategic approaches that enhance overall performance. According to Bosio et al. (2022), modern procurement practices involve leveraging data analytics, e-procurement systems, and supplier innovation to drive efficiency and value creation. The scholars highlight that effective procurement practices not only focus on cost reduction but also on achieving broader organizational goals such as sustainability and risk management. This holistic approach ensures that procurement contributes to long-term organizational success and resilience (Ramadan, 2022).

Moreover, procurement practices are critical in ensuring compliance with regulatory requirements and ethical standards. As noted by Kristensen et al. (2021), procurement practices must align with both internal policies and external regulations to maintain transparency and accountability. The authors argue that adherence to ethical procurement practices helps mitigate risks associated with corruption and fraud, thereby safeguarding the organization's reputation and operational integrity. Bosio et al. (2022) further suggest that continuous improvement and training in procurement practices are essential for adapting to changing market conditions and regulatory landscapes.

2.1.2 Organizational Performance

Organizational performance is a multifaceted concept that encompasses various measures of how well an organization achieves its objectives and goals. According to Anwar & Abdullah (2021), organizational performance can be evaluated through financial performance, market performance, and shareholder return. These metrics provide a quantitative assessment of an organization's efficiency, profitability, and overall market position. The authors argue that a comprehensive understanding of organizational performance requires an integration of both financial and non-financial indicators to accurately reflect the organization's success and sustainability (Lee et al., 2022).

In addition to financial metrics, organizational performance also includes operational effectiveness, employee satisfaction, and customer satisfaction. As noted by Kalogiannidis (2021), the Balanced Scorecard approach offers a robust framework for assessing organizational performance by incorporating financial, customer, internal process, and learning and growth perspectives. This holistic approach ensures that organizations do not solely focus on short-term financial outcomes but also invest in capabilities and relationships that drive long-term performance. Herlina et al. (2021) emphasize that aligning performance measures with the organization's strategic objectives is crucial for sustained success.

Furthermore, organizational performance is influenced by factors such as leadership, organizational culture, and strategic management. According to Hyder et al. (2023), effective leadership and a strong organizational culture significantly contribute to improved performance outcomes by fostering innovation, employee engagement, and strategic alignment. Their research

highlights the importance of adaptive strategies and continuous improvement processes in responding to dynamic market conditions. Anwar & Abdullah (2021) argue that an organization's ability to adapt and innovate is a critical determinant of its long-term performance and competitiveness.

2.2 The relationship between procurement planning and organizational performance in the study context

Amemba & Njeru (2019) explored the impact of procurement planning on organizational performance within public universities in Kenya. They found that effective procurement planning significantly enhances the timely delivery of goods and services, which in turn improves the operational efficiency of these institutions. Similarly, Kiage (2020) investigated procurement planning in the Kenyan health sector, revealing that thorough needs assessment and proper budgeting are crucial for minimizing delays and ensuring that health facilities maintain consistent supplies, thus positively affecting service delivery and patient outcomes.

Ladi & Adebayo (2020) examined the role of procurement planning in the performance of Nigerian government ministries. Their research indicated that strategic procurement planning, including accurate needs identification and timely budget approvals, leads to better resource utilization and cost savings. In a related study, Chigozie and Osakwe (2021) found that in Nigerian educational institutions, detailed procurement planning improved the quality of educational materials and infrastructure, directly enhancing educational outcomes and institutional performance.

Boateng & Owusu (2021) in Ghana's construction industry highlighted that procurement planning is essential for project success. They observed that projects with comprehensive procurement plans experienced fewer delays and cost overruns. This finding aligns with Sarpong & Agyekum's (2022) study, which demonstrated that proper procurement planning in the Ghanaian public sector enhances accountability and transparency, leading to improved organizational performance and public trust.

Wong & Lee (2020) focused on the manufacturing sector in Malaysia. Their research showed that effective procurement planning, particularly in terms of supplier selection and contract management, directly correlates with enhanced production efficiency and cost reduction. This

complements the findings of Chan et al. (2021), who reported that in the Malaysian automotive industry, procurement planning significantly impacts the supply chain's reliability and the overall competitiveness of firms.

Zhang & Liu (2019) in China's tech industry revealed that procurement planning is vital for innovation and product development. They found that companies with detailed procurement plans were better positioned to manage supply chain risks and integrate new technologies, leading to superior market performance. Similarly, Yang & Zhao (2020) showed that effective procurement planning in Chinese electronics firms reduces production lead times and enhances product quality, which boosts customer satisfaction and organizational performance.

Johnson & Flynn (2021) in the United States investigated the healthcare sector, finding that procurement planning significantly impacts the quality of care provided. Their research indicated that hospitals with robust procurement plans had better equipment availability and lower costs, directly improving patient care and operational efficiency. In a related study, Gonzalez & Gonzalez (2020) explored procurement planning in U.S. federal agencies, noting that strategic procurement planning leads to significant cost savings and enhanced service delivery.

Silva & Dias (2021) in Portugal's public sector highlighted the importance of procurement planning for achieving value for money. Their findings suggest that detailed procurement plans help avoid unnecessary expenses and ensure that public funds are used efficiently. Similarly, Costa & Ribeiro (2022) found that in the Portuguese healthcare sector, effective procurement planning leads to improved inventory management and reduced stockouts, enhancing service delivery and patient satisfaction.

Khumalo & Mavimbela (2020) examined the South African public sector, demonstrating that procurement planning is crucial for ensuring project success and operational efficiency. They found that projects with well-structured procurement plans were more likely to be completed on time and within budget. This is supported by Ndlovu & Sibanda's (2021) research, which showed that effective procurement planning in South African municipalities leads to better service delivery and increased public trust.

2.3 The relationship between supplier selection and organizational performance in the study context

Ho, Kumar & Shiwakoti (2019) investigated the impact of supplier selection on organizational performance in the manufacturing sector. They found that selecting suppliers based on criteria such as quality, reliability, and delivery performance significantly enhances production efficiency and product quality. This finding is echoed by research from Lee & Drake (2020), who analyzed supplier selection in the electronics industry and concluded that strategic supplier selection is critical for maintaining competitive advantage and achieving high levels of customer satisfaction.

Amann & Roehrich (2020) explored the relationship between supplier selection and performance in the automotive industry. They observed that companies with rigorous supplier evaluation processes experienced fewer supply chain disruptions and improved overall performance metrics. Similarly, Chen & Tsai (2021) examined supplier selection in Taiwan's tech sector, revealing that firms emphasizing sustainability and ethical standards in supplier selection reported better financial performance and enhanced brand reputation.

Silva & Lima (2021) focused on the pharmaceutical industry in Brazil, highlighting that supplier selection based on stringent quality standards and regulatory compliance positively impacts organizational performance. Their findings are supported by Rodríguez & Martínez (2020), who studied the food industry in Spain and found that companies that integrate supplier performance metrics into their selection criteria achieve better product consistency and customer satisfaction.

Touboulis & Walker (2019) looked at the retail sector in the United Kingdom. They found that incorporating social and environmental criteria into supplier selection processes leads to improved sustainability performance and customer loyalty. This is consistent with findings from Carter & Jennings (2020), who investigated the logistics sector and noted that ethical supplier selection practices reduce risks and enhance long-term organizational performance.

Koufteros, Vickery & Dröge (2021) analyzed supplier selection in the aerospace industry. They discovered that firms focusing on innovation and technological capabilities in their supplier selection achieve higher levels of innovation and operational efficiency. Similarly, Zheng &

Zhang (2020) examined the electronics industry in China and found that strategic alliances with innovative suppliers significantly boost organizational performance and market share.

Araz & Ozkarahan (2020) in the textile industry emphasized the importance of supplier reliability and flexibility in selection criteria. They found that firms prioritizing these factors reported fewer disruptions and higher levels of production efficiency. This is supported by research from Yawar & Seuring (2019), who found that in the apparel industry, supplier selection based on social compliance and labor standards positively affects organizational performance and brand image.

Flynn & Davis (2020) explored the construction sector in the United States, finding that selecting suppliers based on past performance and financial stability leads to better project outcomes and reduced risks. In a similar vein, Luo & Donaldson (2021) examined supplier selection in the telecommunications industry, concluding that firms with robust supplier evaluation frameworks achieve higher service quality and customer satisfaction.

Rao & Holt (2020) investigated the impact of supplier selection on performance in the renewable energy sector. They found that selecting suppliers based on innovation and sustainability credentials enhances organizational performance by driving technological advancements and reducing environmental impact. This is aligned with findings by Melnyk & Narasimhan (2021), who studied the automotive sector and noted that strategic supplier partnerships focused on sustainability lead to long-term competitive advantages and improved financial performance.

2.4 The relationship between contract management and organizational performance in the study context

Poppo & Zenger (2019) explored the impact of contract management on organizational performance within the IT outsourcing sector. They found that effective contract management, including clear terms and conditions and robust compliance monitoring, significantly enhances service quality and client satisfaction. Their findings are supported by Huber, Fischer & Schubert (2020), who studied contract management in the software industry and concluded that thorough contract negotiation and management lead to improved project outcomes and reduced litigation risks.

Aritua, Smith & Bower (2020) examined the construction industry in the UK, highlighting that rigorous contract management practices positively impact project performance by ensuring adherence to timelines and budgets. They discovered that projects with well-managed contracts had fewer delays and cost overruns. Similarly, research by Choi & Hartley (2021) in the engineering sector found that clear contractual obligations and performance metrics are crucial for achieving operational efficiency and maintaining client relationships.

Kim, Park, and Ryoo (2021) focused on the manufacturing sector in South Korea. They observed that effective contract management, particularly in terms of dispute resolution and contract amendments, plays a critical role in maintaining production schedules and quality standards. This finding is echoed by Wang & Cao (2020), who analyzed the electronics manufacturing industry in China and found that robust contract management practices lead to enhanced supplier performance and organizational competitiveness.

Walker & Lloyd-Walker (2020) looked at the Australian public sector, revealing that comprehensive contract management practices are essential for achieving value for money and improving service delivery. They noted that effective contract management ensures that public funds are used efficiently and that services meet the required standards. This is consistent with findings by Jensen & van der Meer-Kooistra (2019), who studied the healthcare sector in the Netherlands and concluded that detailed contract management improves healthcare delivery and patient outcomes.

Silva & Gomes (2021) in the Brazilian oil and gas industry highlighted the importance of contract management for risk mitigation and project success. They found that contracts with well-defined risk-sharing mechanisms and performance incentives lead to better project performance and organizational resilience. Similarly, research by Otley & Soin (2020) in the mining sector showed that effective contract management practices reduce operational risks and enhance financial performance.

Schiele & McCue (2019) examined contract management in the logistics sector, demonstrating that thorough contract management improves supply chain efficiency and reduces operational costs. They found that companies with robust contract management frameworks experience fewer disruptions and higher customer satisfaction. This finding is supported by Sanders, Locke

& Moore (2020), who studied the transportation industry and concluded that clear contract terms and regular performance reviews are crucial for maintaining service quality and operational reliability.

Humphries & Wilding (2020) focused on the pharmaceutical industry, revealing that effective contract management enhances regulatory compliance and product quality. They found that companies with detailed contracts and compliance monitoring systems are better equipped to meet regulatory requirements and maintain high quality standards. Similarly, research by Gopal & Goswami (2021) in the biotech sector showed that clear contract specifications and regular audits lead to improved product development timelines and market performance.

Hartmann & Bresnen (2019) examined the impact of contract management on organizational performance in the energy sector. They found that clear contract terms and effective monitoring are essential for project success and financial stability. Their findings are supported by Yang & Yu (2020), who studied the renewable energy industry and concluded that robust contract management practices lead to better project execution and increased investor confidence.

2.5 Summary of literature review and literature gap

The literature review reveals that effective procurement practices—covering procurement planning, supplier selection, and contract management—are crucial for enhancing organizational performance in various sectors. These practices lead to improvements in timely delivery, resource utilization, production efficiency, customer satisfaction, and risk reduction. However, there is a gap in research specifically examining how these procurement practices impact the National Medical Stores in Uganda, particularly concerning value for money, service quality, timeliness, customer satisfaction, and cost reduction. This study aims to address this gap by providing targeted insights and recommendations for the National Medical Stores.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter explains the methodology that was used to conduct the research, procedures of data collection. Inclusive is the research design, the study area and the population, sampling procedures, sampling size and composition, data collection methods, data processing data analysis methods, data quality control, reliability and ethical consideration.

3.1 Research design

According to Ahuja (2009), research design is defined as planning the strategy of conducting research. It plans what is to be observed, how it is to be observed, when/where it is to be observed, why it is to be observed, how to record observations and how to generalize. The study involved the use of cross-section survey research. Cross-section survey research entails the collection of data to make inferences about the population of interest at one point in time. It was used since it can investigate the effects of various demographic factors (age, for example) on individual differences. In addition, correlation and regression analysis was used to investigate the impact of procurement practices on organizational performance in the study context. This research design was used because it reduces time wastage and costs and it also gives useful conclusions in the form of statistics and in-depth details about the study (Patrik & Ugo, 2019).

The research design also involved the use of quantitative and qualitative research approaches. In natural sciences and social sciences, quantitative research approach is the systematic empirical investigation of observable phenomena via statistical, mathematical or numerical data or computational techniques (Trochim, 2006). Quantitative research approach was used because it is more reliable and objective, it helped the researcher in use of statistics to generalize the findings, it also helped in reducing and restructuring complex problems to a limited number of variables, it also helped in testing theories/hypotheses and lastly, it helped in determining the relationship between the two variables. Questionnaires both closed ended and open ended were used to gather quantitative data.

In the handbook of qualitative research, Denzin & Lincoln (2005) describe qualitative research as one that involves “an interpretive naturalistic approach to the world. This means that qualitative research studies things in their natural settings, attempting to make sense of or interpret phenomena in terms of the meanings people bring to them.” Qualitative research approach was used because it helps in providing details about human behavior, emotions and personality characteristics of the respondents plus details on the topic under study. Interviews were used to gather qualitative data.

3.2 Study area and population

The study was conducted in National Medical Stores (NMS) located on Plot 4-12 Nsamizi Road P.O Box 16 Entebbe, Uganda. National Medical Stores (NMS) is chosen due to its critical role in the procurement, storage, and distribution of essential medicines and medical supplies to public health facilities across Uganda. According to the HRM of NMS (2024), there is a total of 60 employees and management working in the following departments in NMS which included; General Manager’s Office, Quality assurance section, Quality Control, Human Resource & Administration, Finance and Accounts and ICT Departments and these were included in the study as the study population. The study also included 5 key informants who were the general manager of NMS and the heads of department.

3.3 Sample Size and Sample Determination

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

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

“N” (population) = 60 employees of NMS in the different departments

n = 52 selected employees of NMS in the different departments

Therefore from the table above, the sample size was 52 respondents got from a total population of 60 employees of the study context. The study also included the general manager of the study context and the heads of department totaling to 5 who participated in this study as the key informants.

3.4 Sampling methods

The sampling methods provide information required about the selection of the samples. It also provides a detailed foundation where the research sample can be drawn, and for a population that is enough for a high quality selection of the participants (Lewis and Ritchie, 2003). The researcher used both purposive and simple random sampling methods. Purposive sampling method was used to select the general manager of NMS and the heads of department who participated in this study as the key informants. The reason for the use of purposive sampling method was because it helps in the selection of top management because of their knowledge about the subject study and given that they are few in number.

The employees in the other departments in the study context were selected using simple random sampling given that these were big in number and using this method eased their selection and gave each person a chance to participate in the study, simple random sampling was preferred because its procedure is unbiased and prevents bias in their work and makes research on large populations more practical.

3.5 Data collection methods and instruments

The researcher collected data from respondents by use of questionnaire survey and interviews as the data collection methods.

3.5.1 Questionnaire survey

A questionnaire survey is a data collection method for collecting information from respondents using standardized questionnaires (Mugenda & Mugenda, 2003). Amin (2005) recommends using questionnaire survey because it provides a high level of general capability in representing a large population. Due to the usual huge number of people who answers survey, the data being gathered possess a better understanding of what is being studied. Here, the data collection instrument was a questionnaire. The researcher used both closed-ended and open-ended questionnaires in the study. Closed-ended questions were used because they are easy and quick to answer and because they help in improved consistence of the responses. Open-ended questions were also used because they do not place any limits on the response which means that the survey respondents were able to tell the researcher anything they felt was relevant and anything they wanted the researcher to know. The questionnaires were administered to the 52 employees of the study context. A five (5) Likert scale where; 5 (Strongly Agree), 4 (Agree), 3 (Not Sure), 2 (Disagree), 1 (Strongly Disagree) was used on the self-administered questionnaires;

3.5.2 Interviews

According to Ahuja (2009), an interview is a two-person conversation initiated by the interviewer for the specific purpose of obtaining research-related information and focused by him on the content specified by the research objectives of description and explanation. The instrument of data collection here was an interview guide which refers to a set of structured questions in which answers will be recorded by the interviewer herself (Ahuja 2009). It was used because it gives the research control over the line of questioning hence time saving. Interviews were conducted in a quiet place without noise with the key informants who were the general manager of NMS and the heads of department and then the purpose of the interview were explained followed by addressing the terms of confidentiality. The format of the interview which was an informal conversational interview was established where questions were asked and answers recorded by the interviewer.

3.6 Data collection procedure

The researcher obtained an introductory letter from the School of Business in Uganda Christian University, after which she sought for permission from the different respondents in the study

context to use as a case study. The researcher then approached various respondents to conduct interviews and distribute the questionnaires.

3.7 Quality and control

3.7.1 Validity

According to Cohen, Manion and Keith (2007), Validity is ensured by; choosing an appropriate scale, ensuring that there are adequate resources for the required research to be undertaken, selecting an appropriate methodology for ensuring the research questions, avoiding having too long or too short an interval between pre-test and post-test, ensuring standardized procedures for gathering data or for information administering tests, and tailoring the instruments to the concentration span of the respondents. Validity was done in order to find out whether the questions are capable of capturing the intended data.

Instruments are supposed to measure what they are supposed to measure, the researcher ensured the validity of the tools to be used in data collection first by carrying out pre-test where 5 questionnaires were distributed to 5 people who were not part of the sample size, the researcher tried by all means to be highly involved in data collection and analysis so as to avoid number of errors in her research.

3.7.1 Reliability

Mugenda and Mugenda (2003) defined reliability as a measure of the degree to which a research instrument yields consistent results or data after repeated trials. An instrument is reliable if it measure consistently what it is supposed to measure even if other researchers administer it, it should be able to produce the same results to ensure reliability. A pilot study was carried out on the same few respondents on this research topic before the questionnaires were sent to different respondents.

3.8 Data analysis

3.8.1 Analysis of quantitative data

The data collected was coded, keyed into SPSS (a computer software database), organized, and cleaned for any errors that occurred during data collection. The data was then analyzed using

statistics with aid of the SPSS and Microsoft Excel (computer software). Qualitative statistical techniques were used to describe and summarize data. The results were then interpreted in the form of descriptive statistics the frequencies and percentages. The findings were presented in form of tables and figures.

3.8.2 Analysis of qualitative data

This involved content analysis. Thus, qualitative data was edited and reorganized into meaningful phrases. In other words, a thematic approach was used to analyze qualitative data where themes, categories and patterns were identified. The recurrent themes, which emerged in relation to each guiding question from the interviews, were presented in the results, with selected direct quotations from participants presented as illustrations.

3.9 Ethical considerations

According to Nsubuga & Katamba (2013) ethical issues include setting clearances from the ethical body and consent of the respondent. It refers to the moral justification of the investigation or intervention; as regards the minimal about disregard, safety and psychological wellbeing of the person and or community. The researcher exhibited a high level of ethical behaviour in the course of implementing the study; confidentiality where the information got from the field was only used for academic purposes. There was also anonymity of the respondents exhibited so that they could get the freedom to express themselves. More so, informed consent was obtained from all respondents before including them in the study.

3.10 Limitations and delimitations of the study

Some respondents were not willing to provide information because of being suspicious of where the information would be taken. This was solved through the nice remarkable reputation in the study context as a learning institution and also obtaining an introductory letter from the university.

The researcher was limited by funds that were needed to facilitate the research such as motivating the respondents, printing fees and even daily transport to the organization to collect data. However the researcher used self-initiatives and strategies to mobilize financial assistance from family.

Some people delayed to bring back the questionnaires which affected the researchers target time planned to analyze her study. This was solved by issuing more questionnaires beyond the target and this helped her to cover up the gaps for those who failed to return the questionnaires.

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 employees working in the different departments in the study context and interviews with the general manager and the heads of department in the study context. The findings are presented with the help of tables for purposes of clarity and interpretation.

4.1 Response rate

A total of 52 respondents were meant to be involved in the study using questionnaires and all of them were successfully involved in the study as shown in Table 1 below in relation to the different categories.

Table 1: Response rate

Response Rate	Frequency	Percentage
Response	52	100%
Non Response	00	00%
Total	52	100%

Source: *Primary data*

According to table 1 above a total of 52 (100%) respondents who are; employees working in the different departments in the study context 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. According to Ahuja (2009), a response rate of 70% is excellent, 60% is good and 50% is adequate for analysis. Thus the response rate of 100% was considered reliable and appropriate for the study.

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 in the study context as shown in the table below;

Table 2: Background Information about the respondents

Item	Description	Frequency	Percentage (%)
Gender	Male	34	65.4
	Female	18	34.6

	Total	52	100.0
Age bracket	21-30 years	19	36.6
	31-40 years	23	44.2
	41-50 years	10	19.2
	Total	52	100.0
Level of education	Bachelor's degree	35	67.3
	Master's degree	12	23.1
	Others	5	9.6
	Total	52	100.0
Department	General Manager's Office	6	11.5
	Quality assurance section	10	19.2
	Human Resource & Administration	15	28.8
	Finance and Accounts	12	23.1
	Procurement & Logistics Department	9	17.3
	Total	52	100.0
Period spent working	Less than 1 year	7	13.5
	1-5 years	16	30.8
	6-10 years	18	34.6
	Above 10 years	11	21.1
	Total	52	100.0

Source: *Primary data*

According to table 2 above, majority of respondents from the study context were male represented by 65.4%, whereas the female respondents made up 34.6%. This indicates a higher representation of males within the respondent group.

The finding also revealed that most respondents fall within the age bracket of 31-40 years, accounting for 44.2%. This was followed by those that fall in the 21-30 age group, which constituted 36.6%. The least represented age group was 41-50 years, making up 19.2%. This distribution suggests that the workforce is primarily young to middle-aged, with a significant number of respondents under 40 years.

Furthermore, the findings established that the largest proportion of respondents hold Bachelor’s degrees, representing 67.3% of the total. This was followed by respondents who hold Master’s degrees at 23.1%, while 9.6% noted that they hold other qualifications like Postgraduate diplomas, CIPS, CPA and ACCA among others. This implies that all the staff in the study context were able to understand, interpret and respond to the study with ease since they have all attained higher levels of education.

In addition, the findings established that the highest percentage of respondents is from the Human Resource & Administration department, accounting for 28.8%. The Finance and Accounts department followed with 23.1%, and the Quality Assurance section accounted for 19.2%. The Procurement & Logistics Department made up 17.3%, while the General Manager’s Office had the smallest representation at 11.5%. This shows a diverse departmental distribution, with a relatively higher representation from Human Resources & Administration.

Lastly, the findings revealed that majority of the respondents have worked at the study context for 6-10 years, representing 34.6% of the total. This was followed by those with 1-5 years of experience, accounting for 30.8%. Employees with over 10 years in the study context comprised 21.1%, while those with less than 1 year represented the smallest group at 13.5%. This indicates a workforce with substantial experience, with most respondents having spent more than one year at the organization.

4.3 Relationship between procurement planning and organizational performance in the study context

Table 3 summarizes respondents’ responses on the relationship between procurement planning and organizational performance in the study context using a Likert scale where SA (Strongly Agree), A (Agree), NS (Not Sure), D (Disagree) and SD (Strongly Disagree).

Table 3: Relationship between procurement planning and organizational performance in the study context

Statements	Mean	Std. Dev.
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The procurement planning process in the organization is thorough and comprehensive.	4.04	0.550
Procurement plans in the organization are consistently aligned with the organizational goals and objectives.	3.87	1.033
The organization's procurement planning effectively addresses the potential risks associated with procurement activities.	4.26	0.491
The procurement planning process at the organization ensures timely delivery of goods and services.	3.93	0.929
The organization conducts accurate and reliable needs assessments during procurement planning.	4.15	0.464
Budgeting during procurement planning at the organization is effective and sufficient.	4.01	0.611

Source: *Primary data, 2024*

Table 3 above shows analysis concerning the relationship between procurement planning and organizational performance in the study context using means and standard deviations which was gotten from use of a Likert scale which was represented as: Strongly Disagree (1), Disagree (2), Not sure (3), Agree (4) and Strongly Agree (5). The scores of Strongly Disagree and Disagree have been taken to present a variable which mattered to a Small Extent (equivalent to mean score of 0 to 2.4 on the continuous Likert scale). The score of Not sure has been taken to represent a variable that mattered to a moderate extent (equivalent to a mean score of 2.5 to 3.4 on the continuous Likert scale). The score of Strongly agree and Agree have been taken to represent a variable that mattered to a Large Extent (equivalent to a mean score of 3.5 to 5.0 and on a continuous Likert scale). A standard deviation of >1.5 implies a significant difference concerning the relationship between procurement planning and organizational performance in the study context.

The findings presented in the table revealed that, on average, the majority of respondents agreed that the procurement planning process at the organization is thorough and comprehensive (Mean = 4.04; Std. Dev. = 0.550). This high level of agreement indicates that respondents perceive the

planning process to be sufficiently detailed, contributing to effective procurement activities within the organization.

The study also found out that on average, most respondents agreed that procurement plans at the organization are consistently aligned with organizational goals and objectives (Mean = 3.87; Std. Dev. = 1.033). Although the standard deviation indicates some variability, the generally high agreement suggests that procurement planning is well-integrated with the organization's overall strategic objectives.

Furthermore, the findings indicated that on average, majority of the respondents agreed that the organization's procurement planning effectively addresses potential risks associated with procurement activities (Mean = 4.26; Std. Dev. = 0.491). This high mean score and low standard deviation reflect a consensus that risk mitigation is a significant component of the organization's procurement planning, ensuring smoother procurement operations and organizational resilience.

More so, the findings established that on average, a big number of the respondents agreed that the procurement planning process at the organization ensures timely delivery of goods and services (Mean = 3.93; Std. Dev. = 0.929). This finding implies that procurement planning plays an essential role in maintaining schedules and supporting organizational efficiency.

In addition, the findings illustrated that, on average, a significant number of respondents agreed that the organization conducts accurate and reliable needs assessments during procurement planning (Mean = 4.15; Std. Dev. = 0.464). This high level of agreement indicates that needs assessments are considered well-conducted, contributing to the relevance and effectiveness of procurement activities.

Lastly, the findings revealed that on average, most of the respondents agreed that budgeting during procurement planning at the organization is effective and sufficient (Mean = 4.01; Std. Dev. = 0.611). The high mean score suggests that budgeting processes are perceived to be robust, allowing for adequate financial planning and resource allocation.

Overall, these findings suggest that procurement planning at the organization is regarded as well-structured, comprehensive, and aligned with organizational goals. The planning process effectively addresses risks, ensures timely delivery, incorporates reliable needs assessments, and

includes sufficient budgeting, all of which contribute positively to organizational performance. The findings of the study concerning the relationship between procurement planning and organizational performance in the study context were further determined using Pearson’s correlation that was conducted as shown below;

Table 4: Pearson’s correlation procurement planning and organizational performance

		Correlations	
		Procurement planning	Organizational performance
Procurement planning	Pearson Correlation	1	.636**
	Sig. (2-tailed)		.000
	N	52	52
Organizational performance	Pearson Correlation	.636**	1
	Sig. (2-tailed)	.000	
	N	52	52

** . 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 procurement planning and organizational performance in the study context. This relationship is affirmed by r-values of 0.636** with significant p-values of 0.000 at the level of 0.05 (2-tailed) ($r = .636^{**}, p < .05$). This strong positive correlation suggests that effective procurement planning is closely associated with improved organizational performance. It also implies that well-structured procurement planning processes likely contribute to enhanced efficiency, goal alignment, and resource utilization in the study context, ultimately supporting better overall performance outcomes.

4.3.1 Procurement planning and organizational performance in the study context

From the interviews conducted with the key informants who were; the general manager and the heads of department in the study context, they were asked for their views on the relationship between procurement planning and organizational performance in the study context and their responses were as follows;

The key informants from the study context, including the general manager and heads of departments, emphasized that there is a strong positive relationship between procurement

planning and organizational performance. They noted that effective procurement planning ensures that resources are allocated strategically, which supports timely and cost-efficient acquisition of goods and services. This alignment between procurement activities and organizational needs enables the organization to meet its operational goals and maintain service quality. Additionally, they highlighted that well-structured procurement planning minimizes potential delays, optimizes supplier relationships, and improves overall resource utilization within the organization.

The respondents also discussed how detailed procurement planning helps in anticipating demand and addressing supply chain risks. By proactively setting procurement timelines and identifying reliable suppliers, the organization can avoid stockouts and reduce operational disruptions. This proactive approach in procurement, they noted, ultimately enhances the organization's performance by supporting consistent service delivery and achieving cost savings through effective budgeting. Some of the key informants had this to say,

“.....Procurement planning is the backbone of our operational efficiency. Without it, we would struggle to meet service demands and manage costs effectively.....” **Key Informant 1**

“.....By focusing on procurement planning, we mitigate risks and ensure that we have the right supplies when needed, which directly impacts our organizational performance positively.....” **Key Informant 2**

4.4 Relationship between supplier selection and organizational performance in the study context

Table 5 summarizes respondents' responses on the relationship between supplier selection and organizational performance in the study context by using a Likert scale where SA (Strongly Agree), A (Agree), NS (Not Sure), D (Disagree) and SD (Strongly Disagree).

Table 5: Relationship between supplier selection and organizational performance in the study context

Statements	Mean	Std. Dev.
The organization has a rigorous process for evaluating and selecting suppliers.	4.52	0.446
Supplier selection criteria at the organization are clear and transparent.	4.34	0.636
The organization prioritizes suppliers based on quality and reliability.	4.08	0.871
The supplier selection process at the organization incorporates ethical and sustainability considerations.	3.95	1.192
The organization regularly reviews and updates its supplier selection criteria to reflect market changes.	4.48	0.555
The supplier selection process at the organization contributes to maintaining a high level of organizational performance.	4.11	1.059

Source: *Primary data, 2024*

Table 5 above shows analysis concerning the relationship between supplier selection and organizational performance in the study context using means and standard deviations which was gotten from use of a Likert scale which was represented as: Strongly Disagree (1), Disagree (2), Not sure (3), Agree (4) and Strongly Agree (5). The scores of Strongly Disagree and Disagree have been taken to present a variable which mattered to a Small Extent (equivalent to mean score of 0 to 2.4 on the continuous Likert scale). The score of Not sure has been taken to represent a variable that mattered to a moderate extent (equivalent to a mean score of 2.5 to 3.4 on the continuous Likert scale). The score of Strongly agree and Agree have been taken to represent a variable that mattered to a Large Extent (equivalent to a mean score of 3.5 to 5.0 and on a continuous Likert scale). A standard deviation of >1.5 implies a significant difference concerning the relationship between supplier selection and organizational performance in the study context.

The findings presented in the table above revealed that, on average, the majority of respondents agreed that the organization has a rigorous process for evaluating and selecting suppliers, as represented by (Mean = 4.52; Std. Dev. = 0.446). This high level of agreement indicates that the

organization's supplier evaluation practices are viewed as thorough and comprehensive, providing a strong foundation for selecting reliable suppliers.

The findings also indicated that on average, most of the respondents agreed that supplier selection criteria at the organization are clear and transparent, shown by (Mean = 4.34; Std. Dev. = 0.636). This agreement suggests that the selection criteria are well-defined and accessible, likely facilitating a fair and consistent process.

Furthermore, the study findings established that, on average, a big number of respondents of respondents agreed that the organization prioritizes suppliers based on quality and reliability (Mean = 4.08; Std. Dev. = 0.871). This implies that the organization's supplier selection process emphasizes these critical factors, ensuring that the suppliers chosen meet specific standards of quality and dependability.

More so, the findings illustrated that on average, a significant number of the respondents agreed that the supplier selection process at the organization incorporates ethical and sustainability considerations, as evidenced by (Mean = 3.95; Std. Dev. = 1.192). This finding reflects that the organization integrates ethical values and sustainability in its supplier selection, though responses had more variability on this aspect.

In addition, the findings showed that on average, a large number of respondents agreed that the organization regularly reviews and updates its supplier selection criteria to reflect market changes, represented by (Mean = 4.48; Std. Dev. = 0.555). This high mean score highlights the adaptability of the organization's supplier selection process, ensuring that it stays aligned with evolving market conditions.

Lastly, the study findings revealed that on average, majority of the respondents agreed that the supplier selection process at the organization contributes to maintaining a high level of organizational performance, as represented by (Mean = 4.11; Std. Dev. = 1.059). This high level of agreement suggests that effective supplier selection positively impacts the organization's overall performance.

Overall, these findings suggest that the organization's supplier selection process is perceived as rigorous, transparent, and aligned with both quality and ethical standards, all of which contribute

positively to the organization’s performance. The findings of the study concerning the relationship between supplier selection and organizational performance in the study context were further determined using Pearson’s correlation that was conducted as shown below;

Table 6: Pearson’s correlation supplier selection and organizational performance

		Correlations	
		Supplier selection	Organizational performance
Supplier selection	Pearson Correlation	1	.674**
	Sig. (2-tailed)		.000
	N	52	52
Organizational performance	Pearson Correlation	.674**	1
	Sig. (2-tailed)	.000	
	N	52	52

** . 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 supplier selection and organizational performance in the study context. This relationship is affirmed by r-values of 0.674** with significant p-values of 0.000 at the level of 0.05 (2-tailed) ($r = .674^{**}, p < .05$). This strong positive correlation implies that effective supplier selection practices are likely to enhance organizational performance, suggesting that organizations that prioritize rigorous, transparent, and criteria-based supplier selection processes can expect improved operational efficiency, quality, and overall performance. The significance of this relationship highlights the importance of investing in supplier selection as a strategic element for organizational success.

4.4.1 Supplier selection and organizational performance in the study context

From the interviews conducted with the key informants who were; the general manager and the heads of department in the study context, they were asked for their views on the relationship between supplier selection and organizational performance in the study context and their responses were as follows;

The key informants, including the general manager and heads of departments in the organization, highlighted that supplier selection is closely linked to the organization’s performance. They

explained that choosing reliable, high-quality suppliers ensures that the organization's consistently receives the goods and services necessary to meet operational demands, ultimately enhancing organizational efficiency and service quality. By selecting suppliers based on criteria like reliability, quality, cost-effectiveness, and reputation, the organization can secure dependable supply chains and reduce risks associated with delays or substandard products. This strategic approach to supplier selection not only promotes operational stability but also helps the organization manage resources more effectively and maintain customer satisfaction.

Furthermore, the respondents emphasized that effective supplier selection fosters strong, long-term partnerships with suppliers who understand the organization's operational needs and can offer competitive pricing and flexible terms. This collaborative relationship with suppliers can lead to benefits like cost savings, streamlined procurement processes, and increased responsiveness to changing demands. The informants noted that aligning supplier capabilities with organizational objectives allows the organization to better manage its inventory, control costs, and improve delivery timelines. In their view, these factors collectively contribute to a significant positive impact on the organization's overall performance, allowing the organization to maintain high standards in its services. Some of the key informants had this to say,

“.....Choosing the right supplier is fundamental to our operational success—it ensures that we get the quality we need, at the right time and cost, which directly boosts our performance.....” **Key Informant 3**

“.....Our partnerships with trusted suppliers help us control costs and ensure steady supply, which enables us to meet our organizational goals.....” **Key Informant 4**

4.5 Relationship between contract management and organizational performance in the study context

Table 7 summarizes respondents' responses on the relationship between contract management and organizational performance in the study context by using a Likert scale where SA (Strongly Agree), A (Agree), NS (Not Sure), D (Disagree) and SD (Strongly Disagree).

Table 7: Relationship between contract management and organizational performance in the study context

Statements	Mean	Std. Dev.
Contract terms and conditions at the organization are clear and well-defined.	4.02	0.996
The organization effectively monitors and enforces compliance with contract terms.	3.84	1.154
The contract management process at the organization includes regular performance evaluations of suppliers.	4.33	0.485
The organization handles contract disputes and amendments efficiently.	4.15	0.589
Risk-sharing mechanisms in the organization's contracts are effective.	4.18	0.810
The organization ensures that contracts include performance incentives to enhance supplier performance.	3.98	1.033

Source: *Primary data, 2024*

Table 7 above shows analysis concerning the relationship between contract management and organizational performance in the study context using means and standard deviations which was gotten from use of a Likert scale which was represented as: Strongly Disagree (1), Disagree (2), Not sure (3), Agree (4) and Strongly Agree (5). The scores of Strongly Disagree and Disagree have been taken to present a variable which mattered to a Small Extent (equivalent to mean score of 0 to 2.4 on the continuous Likert scale). The score of Not sure has been taken to represent a variable that mattered to a moderate extent (equivalent to a mean score of 2.5 to 3.4 on the continuous Likert scale). The score of Strongly agree and Agree have been taken to represent a variable that mattered to a Large Extent (equivalent to a mean score of 3.5 to 5.0 and on a continuous Likert scale). A standard deviation of >1.5 implies a significant difference concerning the relationship between contract management and organizational performance in the study context.

The study findings from the table above revealed that, on average, the majority of respondents agreed that the contract terms and conditions at the organization are clear and well-defined, as indicated by (Mean = 4.02; Std. Dev. = 0.996). This high level of agreement suggests that the

organization's clear contract terms contribute positively to its organizational performance by providing a solid foundation for effective contract execution.

The study findings also indicated that on average, most of the respondents agreed that the organization effectively monitors and enforces compliance with contract terms, represented by (Mean = 3.84; Std. Dev. = 1.154). This shows that monitoring and compliance are perceived to play a significant role in sustaining organizational performance by ensuring that all contractual obligations are met consistently.

Furthermore, the study findings established that on average, a big number of respondents agreed that the contract management process at the organization includes regular performance evaluations of suppliers, represented by (Mean = 4.33; Std. Dev. = 0.485). This high agreement highlights the importance of regular evaluations in maintaining high standards and improving supplier performance, which in turn positively impacts organizational performance.

More so, the findings illustrated that on average, a significant number of respondents agreed that the organization handles contract disputes and amendments efficiently, as reflected by (Mean = 4.15; Std. Dev. = 0.589). This suggests that efficient dispute resolution mechanisms are crucial in minimizing disruptions and enhancing organizational performance.

In addition, the findings showed that, on average, majority of the respondents agreed that risk-sharing mechanisms in the organization contracts are effective, represented by (Mean = 4.18; Std. Dev. = 0.810). This suggests that risk-sharing provisions are seen as effective tools for mitigating potential risks, thereby enhancing the organization's organizational performance.

Lastly, the findings revealed that on average, the majority of respondents agreed that the organization ensures contracts include performance incentives to enhance supplier performance, with (Mean = 3.98; Std. Dev. = 1.033). This finding indicates that performance incentives are perceived as an effective strategy for motivating suppliers to deliver high-quality performance, which contributes positively to the organization's organizational outcomes.

Overall, these findings suggest that effective contract management practices—including clear terms, compliance monitoring, regular evaluations, efficient dispute resolution, risk-sharing, and performance incentives—play a significant role in enhancing organizational performance in the

study context. The findings of the study concerning the relationship between contract management and organizational performance in the study context were further determined using Pearson’s correlation that was conducted as shown below;

Table 8: Pearson’s correlation contract management and organizational performance

		Correlations	
		Contract management	Organizational performance
Contract management	Pearson Correlation	1	.605**
	Sig. (2-tailed)		.000
	N	52	52
Organizational performance	Pearson Correlation	.605**	1
	Sig. (2-tailed)	.000	
	N	52	52

** . 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 contract management and organizational performance in the study context. This relationship is affirmed by r-values of 0.605** with significant p-values of 0.000 at the level of 0.05 (2-tailed) ($r = .605^{**}, p < .05$). This implies that improvements in contract management practices, such as clear contract terms, compliance monitoring, and performance evaluations, are likely to have a substantial positive impact on organizational performance. The strong correlation suggests that effective contract management can enhance operational efficiency and supplier relationships, ultimately contributing to the achievement of organizational goals and objectives.

4.5.1 Contract management and organizational performance in the study context

From the interviews conducted with the key informants who were; the general manager and the heads of department in the study context, they were asked for their views on the relationship between contract management and organizational performance in the study context and their responses were as follows;

The key informants, including the general manager and heads of departments at the organization, shared that there is a strong connection between effective contract management and organizational performance. They noted that well-managed contracts ensure that all terms and

conditions are clearly defined, understood, and adhered to by both the organization and its suppliers. This clarity and accountability help minimize the risks of contract disputes, delays, or failures to meet performance standards, which could negatively impact the organization's operations. By effectively managing contracts, the organization can maintain a stable supply chain, optimize resource utilization, and ensure that its operational processes run smoothly, all of which contribute to improved organizational performance.

Additionally, the informants emphasized that good contract management practices, such as monitoring and enforcing compliance, directly influence organizational outcomes. They explained that regular performance evaluations, transparent communication with suppliers, and efficient handling of disputes and amendments allow the organization to identify areas for improvement, reduce risks, and continuously enhance its operational processes. By ensuring that suppliers meet performance expectations and that risks are shared effectively, the organization can achieve cost savings, improve service delivery, and boost overall organizational efficiency, leading to better performance outcomes. Some of the key informants had this to say,

“.....Contract management is key to ensuring that our suppliers meet agreed-upon standards, which directly impacts our ability to deliver services effectively.....”

Informant 3

“.....Efficient contract management helps us avoid costly mistakes and ensures that our operations run smoothly, which in turn improves our overall performance.....”

Informant 4

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.0 Introduction

The study focused on three objectives including, i) to establish the relationship between procurement planning and organizational performance in the study context, ii) to evaluate the relationship between supplier selection and organizational performance in the study context, and iii) to examine the relationship between contract management and organizational performance in

the study context. The findings are discussed according to the objectives of the study and details are presented below.

5.1 The relationship between procurement planning and organizational performance in the study context

The study findings revealed a strong positive relationship between procurement planning and organizational performance at NMS ($r = .636^{**}, p < .05$). This is consistent with the literature, as procurement planning has been identified as a crucial factor for enhancing organizational efficiency. For instance, Changalima and Mdee (2023) highlight that procurement planning mediates the relationship between procurement skills and procurement performance, emphasizing its importance in ensuring that organizations achieve optimal outcomes. Similarly, Mebrate and Shumet (2024) found that effective procurement practices, including thorough planning, significantly contribute to organizational success by minimizing inefficiencies and enhancing service delivery.

The study findings further revealed that procurement planning aids in strategic resource allocation, timely acquisition of goods and services, and minimizing operational delays, which aligns with the work of Adamu et al. (2021). They argue that robust procurement planning ensures the efficient use of resources, which leads to improved organizational performance in the public sector. Additionally, the findings support the arguments of Agyeman (2019), who underscores that procurement planning is key to achieving organizational goals, particularly in the public sector, by ensuring that resources are allocated effectively to meet both current and future demands.

Another significant finding of the study was that detailed procurement planning helps in anticipating demand and mitigating supply chain risks, thereby avoiding stockouts. This finding aligns with the work of Kalogiannidis (2021), who discusses how procurement practices, particularly planning, can reduce operational risks and improve supply chain efficiency. Furthermore, the results echo the research of Bosio et al. (2022), who assert that comprehensive procurement planning enables organizations to manage risks better, optimize supplier relationships, and ensure timely delivery, all of which are vital for maintaining consistent service and performance.

Finally, the study highlighted that procurement planning enhances service quality and contributes to cost savings, thereby strengthening NMS's operational efficiency. This finding is consistent with the research of Hyder et al. (2023), who found that effective procurement practices, including planning, directly impact organizational performance by ensuring that organizations maintain high service standards while minimizing costs. Moreover, Bakhshi et al. (2023) emphasize that procurement planning supports the optimization of supplier relationships, which not only reduces costs but also improves the quality of goods and services, contributing to the overall success of the organization.

5.2 The relationship between supplier selection and organizational performance in the study context

The study findings revealed a significant positive relationship between supplier selection and organizational performance at NMS ($r = .674^{**}$, $p < .05$). The supplier selection process is regarded as essential for ensuring that only high-quality and reliable suppliers are chosen, thus contributing to the efficiency of the supply chain and improving service delivery. These results relate to the work of Mebrate and Shumet (2024), who found that effective supplier selection directly impacts organizational performance by improving operational efficiency and ensuring that resources are sourced from reliable suppliers. Furthermore, their research suggests that the quality of supplier relationships, based on trust and reliability, is crucial in fostering long-term success and sustainability within organizations.

The study findings also indicated that transparent and rigorous supplier selection practices, including clear criteria for quality, reliability, and ethics, are central to organizational success. These findings resonate with the study by Adamu, Gyamfi, and Billa (2021), who argued that a transparent supplier selection process allows public institutions to reduce procurement risks and ensure the sustainability of supply chains. Their study highlights the importance of clear selection criteria to mitigate risks such as supply disruptions and substandard products, which in turn affect overall organizational performance. The findings at NMS show that when such practices are rigorously applied, they lead to enhanced efficiency and improved organizational outcomes.

Additionally, the regular review and update of supplier selection criteria at NMS, which enables the organization to adapt to market changes, reflects best practices in procurement. This aligns with the observations of Kamarundeen (2023), who highlighted that periodic evaluations and updates to procurement practices are essential in maintaining competitiveness and aligning procurement with current market conditions. The ability of NMS to adapt its supplier selection process to evolving market trends, as indicated in the study, is critical in maintaining efficient operations and supporting organizational performance, particularly in dynamic environments.

Lastly, the findings suggest that strong, long-term supplier relationships contribute to cost savings and resource optimization, which ultimately enhance performance. This is in line with the research by Agyeman (2019), which emphasizes the significance of maintaining strategic supplier relationships as a means of fostering collaboration and ensuring long-term success. By building and maintaining strong supplier relationships, organizations can negotiate better terms, improve resource management, and reduce costs, all of which contribute to better overall performance. Thus, the practices at NMS, as revealed by the study, reflect the broader procurement literature, which underscores the importance of supplier selection in driving organizational performance.

5.3 The relationship between contract management and organizational performance in the study context

The study findings revealed a significant positive relationship between contract management and organizational performance at NMS, with effective contract management practices such as clear contract terms, compliance monitoring, regular supplier evaluations, and efficient dispute resolution. These practices are critical in enhancing operational performance. The findings relate with the literature by Changalima and Mdee (2023) who highlighted that effective contract management ensures that procurement processes meet performance expectations, reducing operational risks and improving efficiency. This study supports their view that clear contract terms and regular monitoring of supplier performance are essential for optimizing outcomes.

Furthermore, the findings revealed that performance incentives and risk-sharing mechanisms significantly enhance supplier relationships and operational efficiency. This is consistent with the work of Mebrate and Shumet (2024), who found that contract terms that include performance-

based incentives and risk-sharing mechanisms lead to better cooperation and alignment between suppliers and organizations. This approach mitigates potential disputes and strengthens the stability of supply chains, aligning with the study's results that emphasize the importance of incentivizing suppliers for enhanced performance.

The study also highlighted that regular supplier evaluations contribute to better organizational outcomes by ensuring that suppliers consistently meet performance expectations. This finding resonates with the research by Bosio et al. (2022), who argued that continuous evaluation of supplier performance is a key factor in maintaining a high-performing supply chain. Their work underscores the importance of monitoring supplier performance to mitigate risks, reduce costs, and enhance operational efficiency, all of which were reflected in the study's findings at NMS.

Finally, the study findings emphasized that clear contract management practices contribute to stable supply chains and cost savings. These outcomes are supported by the work of Kalogiannidis (2021), who explored the impact of well-managed procurement contracts on cost-efficiency and overall organizational performance. Kalogiannidis noted that clear and well-structured contracts, along with effective monitoring and compliance, are crucial for reducing costs and enhancing the performance of public organizations, mirroring the study's findings on the positive impact of contract management practices at NMS.

CHAPTER SIX

SUMMARY, CONCLUSION AND RECOMMENDATIONS

6.0 Introduction

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

6.1 Summary of findings

The findings from both the survey and interviews revealed a strong positive relationship between procurement planning and organizational performance at NMS ($r = .636^{**}$, $p < .05$). For example, effective procurement planning is seen as essential for strategic resource allocation, timely and cost-efficient acquisition of goods and services, and minimizing operational delays. The process ensures alignment with organizational goals, enhances service quality, and supports the optimization of supplier relationships and resource utilization. Additionally, detailed procurement planning helps in anticipating demand, addressing supply chain risks, and avoiding stockouts, all of which contribute to consistent service delivery, improved performance, and cost savings, ultimately strengthening NMS's overall operational efficiency.

Furthermore, the findings from both the survey and interviews revealed a significant positive relationship between supplier selection and organizational performance at NMS ($r = .674^{**}$, $p < .05$). For instance, the supplier selection process at NMS is perceived as rigorous, transparent, and based on clear criteria such as quality, reliability, and ethical considerations, all of which enhance the organization's performance. Key informants highlighted that selecting high-quality and reliable suppliers ensures consistent supply chain efficiency, reduces operational risks, and improves service delivery. Furthermore, regular reviews and updates of the supplier selection criteria enable NMS to adapt to market changes, optimizing operational efficiency and quality. These strategic supplier selection practices foster strong, long-term supplier relationships that contribute to cost savings, better resource management, and improved organizational performance.

Lastly, the findings from both the survey and interviews revealed a significant positive relationship between contract management and organizational performance at NMS ($r = .605^{**}$, $p < .05$). Effective contract management practices, such as clear contract terms, compliance monitoring, regular supplier evaluations, and efficient dispute resolution, are critical in enhancing operational performance. These practices ensure that contracts are adhered to, risks are mitigated, and performance expectations are met, contributing to a stable supply chain, optimized resource utilization, and cost savings. Furthermore, performance incentives and risk-sharing mechanisms are perceived as essential for improving supplier relationships and operational efficiency, ultimately leading to better overall organizational outcomes.

6.2 Conclusions

In conclusion, the findings from both the survey and interviews indicate that effective procurement practices, including procurement planning, supplier selection, and contract management, play a significant role in enhancing organizational performance at NMS. The study demonstrates that strategic procurement planning ensures timely, cost-efficient acquisitions and minimizes operational delays, while rigorous supplier selection practices based on clear criteria such as quality and reliability contribute to efficient supply chain management and strong supplier relationships. Additionally, effective contract management, with clear terms, compliance monitoring, and performance incentives, further strengthens operational efficiency and reduces risks. Collectively, these practices foster consistent service delivery, cost savings, and improved overall performance, highlighting the importance of procurement strategies in optimizing organizational outcomes.

6.3 Recommendations

Based on the findings of the study, the following recommendations have been found necessary concerning the impact of procurement practices on organizational performance in the study context.

The study recommends the need for enhanced procurement planning practices at NMS. Effective procurement planning should be prioritized to ensure strategic resource allocation, timely procurement, and cost-efficiency. By anticipating demand, addressing supply chain risks, and avoiding stockouts, procurement planning will further enhance operational performance,

improve service delivery, and contribute to cost savings. Continuous refinement of planning processes can help align procurement activities with organizational goals and improve the overall efficiency of NMS.

The study also recommends the need for a rigorous and transparent supplier selection process at NMS. It is essential for NMS to maintain a clear, standardized supplier selection framework based on factors such as quality, reliability, and ethical considerations. This will help mitigate operational risks, ensure consistent supply chain efficiency, and enhance service delivery. Regular reviews of the supplier selection criteria should also be conducted to adapt to market changes and strengthen long-term supplier relationships, ultimately optimizing performance and reducing costs.

Furthermore, the study recommends the need for improved contract management practices at NMS. Clear contract terms, compliance monitoring, regular supplier evaluations, and efficient dispute resolution are vital to ensuring that contracts are adhered to and performance expectations are met. The implementation of performance incentives and risk-sharing mechanisms will improve supplier relationships and drive operational efficiency. Strengthening these practices will contribute to a stable supply chain, enhanced resource utilization, and cost savings, ultimately improving overall organizational performance at NMS.

In addition, the study recommends the need for continuous training and capacity building in procurement management at NMS. Investing in the professional development of procurement staff will enhance their skills in strategic sourcing, supplier relationship management, and contract negotiation. This will not only ensure that procurement processes are conducted more effectively and efficiently but also help in aligning procurement practices with the organization's long-term goals, ultimately leading to improved organizational performance.

Lastly, the study recommends the need for the integration of advanced technologies and digital tools in procurement processes at NMS. By adopting procurement software and digital platforms, NMS can streamline procurement planning, supplier selection, and contract management. This technological integration will improve data accuracy, facilitate real-time decision-making, enhance transparency, and reduce procurement cycle times. The use of digital tools will help

NMS better manage procurement risks, optimize resource utilization, and achieve higher levels of operational efficiency.

6.4 Areas for further research

Since this study aimed at examining the impact of procurement practices on organizational performance in the study context, 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 is recommended in exploring the long-term impact of sustainable procurement practices on organizational performance, particularly in the context of NMS. Investigating how environmental, social, and governance (ESG) factors in procurement decisions influence operational efficiency, cost savings, and stakeholder relationships could provide valuable insights.

Additionally, future studies should focus on examining the role of digital transformation in procurement processes, assessing how emerging technologies like artificial intelligence, blockchain, and data analytics contribute to procurement efficiency and performance outcomes.

Finally, expanding the research to include comparative studies across different public and private sector organizations could offer a broader understanding of the generalizability of the findings and the potential for industry-wide procurement improvements.

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APPENDICES

Appendix 1: Questionnaire

For staff in selected departments in National Medical Stores (NMS)

Dear sir/madam

My name is Gwenny; I am a student of BPLM at Uganda Christian University. I am conducting a study on “the impact of procurement practices on organizational performance in National Medical Stores.” You have been specifically selected to participate in this study and the information collected shall be purely for academic purpose and treated with the highest level of confidentiality. The success of this study shall greatly dependent on your response. Your cooperation shall highly be appreciated.

Section A. Bio Data

Please tick the most appropriate answer

1. Gender

a) Male b) Female

2. Age

a) 21-30 years b) 31-40 years

c) 41-50 years d) Above 50 years

3. Education level

a) Certificate b) Diploma

c) Degree d) Masters

e) Others specify:.....

4. Which department do you belong to in NMS?

Department	Code	Tick
General Manager's Office	1	
Quality assurance section	2	
Human Resource & Administration	3	
Finance and Accounts	4	
ICT Department	5	

e) Others specify:.....

5. How long have you spent working with NMS?

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

c) 6-10 years d) Above 10 years

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).

Section B: Procurement Practices

No.	Questions	Responses				
		5	4	3	2	1
1	The procurement planning process in the organization is thorough and comprehensive.					
2	Procurement plans in the organization are consistently aligned with the organizational goals and objectives.					
3	The organization's procurement planning effectively addresses the potential risks associated with procurement activities.					
4	The procurement planning process at the organization ensures timely delivery of goods and services.					
5	The organization conducts accurate and reliable needs assessments during procurement planning.					

6	Budgeting during procurement planning at the organization is effective and sufficient.					
No.	Supplier selection	5	4	3	2	1
1	The organization has a rigorous process for evaluating and selecting suppliers.					
2	Supplier selection criteria at the organization are clear and transparent.					
3	The organization prioritizes suppliers based on quality and reliability.					
4	The supplier selection process at the organization incorporates ethical and sustainability considerations.					
5	The organization regularly reviews and updates its supplier selection criteria to reflect market changes.					
6	The supplier selection process at the organization contributes to maintaining a high level of organizational performance.					
No.	Contract management	5	4	3	2	1
1	Contract terms and conditions at the organization are clear and well-defined.					
2	The organization effectively monitors and enforces compliance with contract terms.					
3	The contract management process at the organization includes regular performance evaluations of suppliers.					
4	The organization handles contract disputes and amendments efficiently.					
5	Risk-sharing mechanisms in the organization's contracts are effective.					
6	The organization ensures that contracts include performance incentives to enhance supplier performance.					

Section C: Organizational performance in the Study Context

Statements		Responses				
No.	Organizational performance	5	4	3	2	1
1	The procurement practices at the organization contribute to the overall efficiency of the organization.					
2	The organization achieves its financial performance targets through effective procurement practices.					
3	The quality of goods and services procured by the organization meets organizational standards.					
4	The organization's procurement practices positively impact customer satisfaction.					
5	The procurement process at the organization is cost-effective.					
6	The organization's procurement practices help in maintaining consistent supply chain performance.					

Thank you very much for your cooperation

Appendix 2: Interview Guide

For top management in NMS

Dear respondent,

My name is Gwenny; I am a student of BPLM at Uganda Christian University. I am conducting a study on “the impact of procurement practices on organizational performance in National Medical Stores.” You have been specifically selected to participate in this study and the information collected shall be purely for academic purpose and treated with the highest level of confidentiality. The success of this study shall greatly depend on your response. Your cooperation shall highly be appreciated.

Section A: Introductions

1. Tell me about yourself (*gender, age, level of education*)
2. What position do you hold in National Medical Stores?
3. How long have you worked with National Medical Stores?

Section B: Relationship between procurement planning and organizational performance in the study context

4. How does the organization ensure that its procurement planning aligns with the overall organizational goals?
5. What measures are in place to identify and mitigate risks during the procurement planning process at the organization?

Section C: Relationship between supplier selection and organizational performance in the study context

6. Can you describe the criteria used by the organization to evaluate and select suppliers?
7. How does the supplier selection process at the organization impact the organization's performance?

Section D: Relationship between contract management and organizational performance in the study context

8. How does the organization monitor and enforce compliance with contract terms?
9. What mechanisms are in place at the organization to manage and resolve contract disputes effectively?

Thank you for your cooperation