

**THE IMPACT OF SUPPLIER RELATIONSHIP MANAGEMENT ON  
OPERATIONAL PERFORMANCE AMONG MANUFACTURING COMPANIES: A  
CASE STUDY OF MUKWANO INDUSTRIES LTD**

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**UGANDA CHRISTIAN  
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## DECLARATION

I, Naleba Jasmine, declare that this research report titled “The Effect of Supplier Relationship Management on Operational Performance of Manufacturing Firms: A Case Study of Mukwano Industries Limited” is my original work and has not been submitted to any other institution for the award of a degree or any other academic qualification. All sources used have been duly acknowledged.

Signature: .....  .....

Date: ..... 5<sup>th</sup> May 2020 .....

## APPROVAL

This research report has been submitted for examination with the approval of the undersigned supervisor.

Supervisor's Name: Ms Rachel Nassuuna

Signature: *Rachel* .....

Date: *28.04.2026* .....

## **DEDICATION**

This research report is dedicated to my family for their continuous support and encouragement, and to my lecturers and friends who contributed to my academic journey.

## **ACKNOWLEDGEMENT**

I give thanks to Almighty God for His strength, wisdom, and guidance in the course of undertaking this research. I sincerely thank my supervisor for his guidance, corrections, and encouragements in the course of undertaking this research. I am grateful to the management and staff of Mukwano Industries Limited for their cooperation in the process of conducting this research.

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## **LIST OF ABBREVIATIONS**

SRM – Supplier Relationship Management

SCM – Supply Chain Management

PPDA – Public Procurement and Disposal of Public Assets

PPADA – Public Procurement and Disposal of Public Assets Act

RDT – Resource Dependence Theory

ICT – Information and Communication Technology

SPSS – Statistical Package for Social Sciences

CVI – Content Validity Index

TQM – Total Quality Management

JIT – Just in Time

## **ABSTRACT**

This research study focused on analyzing the impact of Supplier Relationship Management (SRM) on the performance of manufacturing companies. This research analyzed Mukwano Industries Limited in Kampala, Uganda. There were three research objectives guiding this research; these included assessing the relationship between supplier procurement process and operational performance, analyzing the relationship between supplier contract management and operational performance, and assessing the relationship between supplier logistics management and operational performance.

The descriptive research approach was chosen, with a qualitative and quantitative methodology. This study intended to target a total population of 80 respondents, with a sample of 66 respondents picked through purposive and simple random sampling methodologies. The data collection instruments used were questionnaires, interviews, and observations. Analysis of the collected data was done using tables and frequencies, among other means such as SPSS.

It is expected that the results will show that there is an improvement in operational performance by implementing supplier relationship management processes such as procurement process management, contract management, and logistics management. It is concluded from the research that improving supplier relationships creates a sustainable competitive advantage and better performance in manufacturing companies. The recommendations made in this research are that Mukwano Industries Limited should develop strategic supplier partnerships, establish effective communication systems, and use technology in supplier relationship management.

# CHAPTER ONE

## INTRODUCTION

### 1.0 Introduction

In this chapter, the study's background, problem statement, objective of the study, research questions and the

### 1.1 Background to study

The global business environment has redefined the manufacturing sector, necessitating the adoption of supply management approaches that promote the application of a market-oriented approach to supply chain management (Asa and Naruses, 2023). According to Naitwina and Tsou (2023), one of the measures the industry has adopted to cope with the challenges of competition has been through supplier relationship management (SRM) techniques. This aims at strengthening relationships with suppliers and increasing efficiency. Research indicates that organizations that manage the supply chain effectively have stable supply chains, better purchasing processes, and value addition. In addition, failure to collaborate with suppliers can result in unfavorable consequences in manufacturing operations, compelling companies to adopt supplier relationship management (Avishek, 2024).

According to Abu & Meherun (2024), supplier relationship management (SRM) is a strategy for managing supplier engagement and focuses on partnership rather than transaction. This involves supplier classification, compliance testing, training, and performance evaluation. Bedada (2022) says that effective supplier relationship management does not only involve administrative activities but also fostering relationships, building trust, and disclosing information regarding transactions, whether in physical or virtual settings. Trust and disclosure of information play an essential role in achieving mutual benefits and competitiveness.

In Africa, supplier relationship management involves how organizations engage with their suppliers to achieve mutual benefits (Setiani, 2023). Setyoko (2013) notes that supply chain risks arising from uncertainty threaten organizations that fail to recognize the importance of managing supplier relationships. Companies are increasingly turning to outsourcing and distribution services due to the complexity and uncertainty of modern supply chains (Centobelli, 2020). According to Cerchione and Ertz (2020), the main benefit of fostering long-term supplier partnerships is reducing transaction costs through trust. To maintain

competitiveness, a deep understanding of buyer-supplier dynamics is essential (Eleanor, 2025). Many organizations have realized that sustaining profitability and staying competitive over time requires maintaining strong relationships with suppliers, helping them navigate an unpredictable business environment (Emon, 2024). Harmon (2024) further suggests that building these relationships requires trust and commitment, which motivates suppliers to share vital information with the company.

Managing relationships with suppliers in countries like Nigeria and South Africa focuses on the connections and interactions between organizations and their key suppliers (Kambale, 2020). Kaydos (2020) argue that effective supplier management creates crucial links between organizations and end customers. Supplier Relationship Management (SRM) sub-Saharan Africa is regarded as a primary approach to enhancing the efficiency and effectiveness of an organization's supply chain and by improving supplier relationship management, procurement processes become more cost-effective and time-efficient, ensuring better alignment within the supply chain (Kazancoglu, 2020).

According to Kisinga & Mwangike (2024), supplier Relationship Management is vital in East African Industries, particularly in supplying raw materials. However, there are companies that do not have good relationships with their suppliers (Mchopa, 2024). Such setups may lead to poor forecasting of supply and demand, resulting in production challenges. On the other hand, according to Kumar & Nath (2020), findings show that Supplier Relationship Management fosters cooperation, efficiency, and value creation. However, according to Lajimi (2021), certain studies reveal that the impact of relationship quality and performance outcomes may be inconsistent. This suggests that the link between supplier relationship management and performance may not However, they may depend on other factors outside themselves. Digital technology's effect on interpersonal interactions is common. Technologies that facilitate information exchange, communications, and logistics management are considered advantageous for designing efficient systems. Nevertheless, there is still insufficient knowledge about the interaction between digital technologies and supplier relationship management strategies, especially within the context of Industrialization in East Africa. Further research is necessary to determine whether changes driven by digital transformation affect the interaction between supplier relationship management strategies and operations (Lim, 2024).

As suggested by Lindquist (2023), supplier relationship management can be attributed to direct effects on resource effectiveness, cost efficiency, and reliability of supply among firms within the East African Community. Operational efficiency is a measure of the firm's ability to produce more goods and services of equal quality without wastage and delays. According to Zacharia and Aloysius (2022), organizations achieve operational efficiency through effective resource management and process optimization. Adopting an effective supplier management approach entails the application of supply market intelligence and competitive dynamics along with supplier performance assessment and development (Maiyo, 2020).

As defined by Moradlou (2022), "Supplier Relationship Management (SRM)" is simply defined as the art or process of dealing with the supplier. In the opinion of many supply managers, the concept of supplier relationship management is defined as a systematic approach of deciding what needs or wants the organization wants from the supplier and then developing and maintaining an organizational connection to achieve these wants and needs. Regardless of whether it is a formal or informal approach, it is clear from studies conducted by both academic institutions and consultancies that systematic approaches to supply and suppliers yield positive sourcing outcomes. The role of supplier relationship management is therefore to act as the focal point between organizations and end users of their products (Roscoe and Ghadge, 2022).

In Kampala City, the manufacturing sector is recognized as the backbone of the economy due to its significant impact on long-term economic growth (Munir, 2020). Jajja and Farooq (2020), note that Uganda's manufacturing landscape has undergone numerous changes, influenced by shifts in domestic demand, evolving national policies, and global market trends. Although this sector's contribution to Uganda's economy has varied over time since independence, recent years have shown an increasing trend in its role in national income and economic significance (Mwaiseje & Changalima, 2021).

The manufacturing sector in Kampala has experienced stunted growth and negative performance over the last five years because of the volatile environment under which businesses operate. The need for alternative business strategies emerges from this negative trend in the sector. The adoption of Strategic Alliances within the supply chain is seen as a possible way through which production and distribution costs can be lowered, thereby increasing the performance of the sector. The current study will examine the manufacturing sector due to its persistent poor performance of about 10% of GDP (Mwangi, 2017).

Organizations that maintain strong relationships with their external environment tend to have greater influence within their networks (Mwashegwa, 2019). Building partnerships with suppliers, customers, and even competitors to collaboratively solve problems has become an essential element in business strategy and a major source of competitive advantage (Msabaa, 2019). However, through the application of Resource Dependence Theory (RDT) at the corporate level rather than the supply chain level, firms can be able to minimize their reliance on external influences since they share resources among the supply chain partners. The responsive supply chain needs satisfied suppliers that work together with the downstream buyers in order to satisfy end-user needs (Mwashegwa & Msabaa, 2019). Therefore, the RDT model can be used to understand the effects of supplier relationship management in manufacturing organizations.

Nguyen (2023), states that the body of research on supplier relationship management in the goods industry is limited, including in contexts such as Uganda, and raises industry-specific issues, which include unstable cane supply, unplanned production downtime, and unplanned resource optimization, have not been looked into wise supplier relationship management focused research. These issues are compounded by multiple conditions such as infrastructural weaknesses, market volatility and regulatory issues that complicate the management of supplier relationships compared to more developed economies (Nwokedi and Okeke, 2020). Another gap in this topic concerns the issue of digital transformation. Although technology is known to be among the forces driving the supply chain in the modern world, the impact of technology in terms of the relationship between supplier relationship management and efficiency is not clear in relation to the Mukwano industry in Uganda. Technology that helps to facilitate real-time communication, collaboration, and transparency can help enhance relationships with suppliers, but this is an area that has received almost no consideration. In view of these gaps, there is a need to come up with theories showing how supplier relationship management can improve efficiency, and this process is influenced by digital transformation (Okeke, 2020). This will help to contribute to the ongoing debate, as well as equip the sugar industry with ideologies on how to achieve efficiencies despite having constrained resources.

Supplier relationship management (SRM) is an important concept for supply chain management because it facilitates effective connection between an organization and its suppliers (Nguyen, 2023). SRM is more of a strategic approach that entails building of trust, selection, development, and knowledge exchange with suppliers to ensure their contribution

towards satisfying organizational requirements in the long run. Previous studies have shown that supplier development and communication positively impact organizational performance (Mwashegwa & Msabaa, 2019). Likewise, collaboration leads to improved relations in the supply chain, as indicated in the study by Mchopa and Mwangike (2024).

Nevertheless, studies on the association between supplier relationship management and efficiency are lacking. This is especially applicable in the Mukwano industry, where efficiency relies on minimizing costs, maximizing resource utilization, and achieving uninterrupted production processes. The current literature on this topic centers on organizational performance in general and fails to explain how these supplier relationship management processes promote efficiency.

## **1.2 Statement of the Problem**

Even though there is general understanding of the significance of supplier relationship management to the operations of any company, Mukwano Industries Ltd. still encounters difficulties such as delayed deliveries, poor coordination and communication with suppliers, as well as stiff competition, all of which hinder operational performance. Additionally, there is no clear understanding as to how particular supplier relationship management strategies contribute to the operational performance of Ugandan manufacturing companies. It is for this reason that this research attempts to explore the impact of supplier relationships on operational performance at Mukwano Industries Ltd.

## **1.3 Purpose of the study**

The purpose of the study will be to establish the effect of supplier relationship management on manufacturing firms in a case study of Mukwano Industries Limited

## **1.4 Research objectives**

- (i) To assess the effect of supplier relationship management on operational performance of manufacturing firms.
- (ii) To examine the effect of supplier contract management on operational performance of manufacturing firms
- (iii) To examine the relationship between supplier logistics management on operational performance of Mukwano Industries Limited

## **1.5 Research questions**

- (i) What is the relationship between supplier procurement process and operational performance of Mukwano Industries Limited?
- (ii) What is the relationship between supplier contract management and operational performance of Mukwano Industries Limited?
- (iii) What is the relationship between supplier logistics management and operational performance of Mukwano Industries Limited?

## **1.6 Scope of the study**

### **1.6.1 Content scope**

The study will be limited to the effect of supplier relationship management on manufacturing firms.

### **1.6.2 Geographical Scope**

The study will be conducted in Mukwano Industries Limited, located in Kampala city, Uganda on plot 30 Mukwano road.

### **1.6.3 Time scope**

The study will be carried out from August 2025 to December 2025 because it will be enough for the researcher to acquire relevant information for the study.

## **1.7 Significance of the Study**

The study will be of great significance to the following stakeholders.

**Organization:** The findings of the study will be important in adding on the existing knowledge about supplier relationship management in the performance of manufacturing industries thus reducing wastage and delays in supply chain management in terms of logistics and production to its customers.

**Government:** The findings may help the government access basic information of the organization in terms of profit and loss in its operations; the information can be used in the implementation of tax and audit purposes to the government.

**Basis for future research:** The findings of the study may be used by other researchers on the related study or will act as a reference for future academic researchers.

**Professionals in procurement:** The study will help professionals in the procurement department to understand the importance of supplier relationship management in the performance of manufacturing industries

**Researcher:** The study will be enabling the researcher to excel in academic learning of the award of the degree of Bachelor of procurement and logistics management of Uganda Christian University.

### 1.8 Conceptual framework

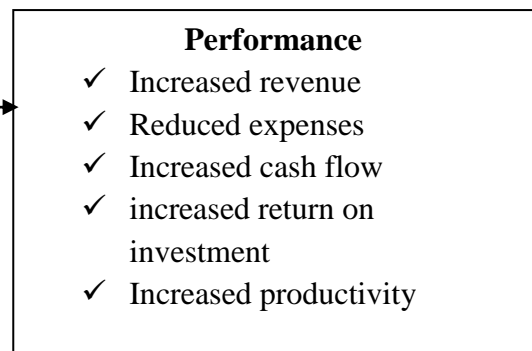
This is a diagrammatic illustration indicating the relationship between independent and dependent variable that is to say supplier relationship management as independent and performance of manufacturing firms as the dependent.

**Figure 1.1: Conceptual Framework**

#### Independent Variable



#### Dependent Variable



Source: Samson and Terziovski (2015), & modified by the Researcher, 2020

According to the conceptual framework above, supplier relationship management is the independent measured by process, supplier contract management, supplier logistics management and supply chain management. Supplier relationship management is measured of process, and management. These influence performance of manufacturing industries through; increased revenue, reduced expenses, increased cash flow, increased return on investments and increased productivity. However, the two variables cannot influence each

other without the interplay of the moderating variables, namely, PPDA Act, Resources being available and government policy.

### **1.9 Definition of key terms**

**Supplier procurement process** refers to a systematic approach to acquiring goods and services, starting with identifying a need and ending with payment.

**Supplier contract management** is the management of contracts made with suppliers from the time of contract initiation until the end of the contract.

**Supplier logistics management** is the process of planning, implementing, and controlling the efficient movement of materials and products from suppliers to the starting point of the business.

**Performance** is the analysis of the performance of a business firm relative to its set objectives and goals. In corporate organizations, there are three major areas that are analyzed for performance: financial performance, market performance, and stockholder value performance.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Theoretical Framework

The theoretical framework explains how supplier relationship management influences the operational performance of manufacturing firms, guided by established management theories. This study is anchored on the Resource-Based View Theory, Transaction Cost Theory, and Social Exchange Theory, which explain the linkage between independent and dependent variables.

Supplier relationship management, conceptualized through supplier procurement processes, supplier contract management, and supplier logistics management, is treated as the independent variable. According to the Resource-Based View Theory, strategic supplier relationships provide manufacturing firms with valuable and reliable resources such as quality inputs and timely deliveries, which enhance operational performance. Transaction Cost Theory explains that effective procurement and contract management reduce transaction costs, minimize opportunistic behavior, and improve efficiency. Social Exchange Theory emphasizes trust, communication, and cooperation in supplier relationships, which enhances coordination and logistics efficiency.

Operational Performance, which is the dependent variable, is captured in terms of indicators such as cost effectiveness, prompt deliveries, quality of products and productivity effectiveness. In the context of the above theory, it is assumed that good supplier relationship management will result in operational performance, whereby reliability of supplies, cost reduction, minimal delays, and smooth operation of productions are assured.

There are certain variables that might affect the relationship between supplier relationship management and operational performance, referred to as moderators, among which include size of firms, technology level, and competitiveness of markets.

#### 2.1 Relationship between supplier procurement process and performance of manufacturing industries

The supplier procurement process involves activities such as needs identification, supplier selection, contracting, ordering, and evaluation. A well-structured procurement process

enables organizations to achieve efficiency in cost, quality, and delivery performance (Kisinga & Mchop, 2024; Maiyo, 2020).

Effective procurement practices contribute to reduced lead times, improved inventory management, and better customer satisfaction. Conversely, poor procurement decisions can increase operational costs and disrupt production processes (Lindquist, 2023).

Transparency, accountability, and competition are essential principles in procurement, ensuring that organizations achieve value for money and minimize inefficiencies (PPDA, 2015; Chagalima, 2021).

However, in many developing economies, procurement systems are still affected by challenges such as weak coordination, lack of transparency, and inadequate planning, which negatively impact organizational performance (Munir & Jajja, 2020).

## **2.2 Relationship between supplier contract management and performance of manufacturing industries**

Supplier contract management involves the planning, negotiation, execution, and monitoring of agreements between organizations and suppliers. It ensures that both parties fulfill agreed terms regarding quality, cost, and delivery timelines (Alshurideh, 2022; Kurdi, 2022).

Effective contract management enhances accountability and reduces risks associated with supplier non-performance. It also ensures that procurement activities align with organizational objectives and available resources (Amoako-Gyampah, 2019).

Empirical studies indicate that proper contract planning and monitoring lead to cost control, improved service delivery, and reduced disputes. Poor contract management, on the other hand, often results in delays, increased costs, and inefficiencies (Hamadneh, 2022; Bedada, 2022).

Clear documentation, regular performance evaluation, and adherence to agreed terms are critical in ensuring successful contract implementation and improved operational outcomes (Kambale, 2020).

### **2.3 Relationship between supplier logistics management and performance of manufacturing firms**

Mwangi (2017), explains that logistics is an important component of supplier relationship management because the author further defines supplier logistics management as “that part of Supply Chain Management that plans, implements, and controls the efficient, effective forward and reverse flow and storage of goods, services and related information between the point of origin and the point of consumption in order to meet customers' requirements. There is importance of integrating the logistics processes of all supply chain partners to better serve the needs of ultimate customers. Mwashegwa and Msabaa, (2019), identified logistics as “one of the largest costs involved in international trade.”

Nguyen (2023) argues that logistics entails the integration of the manufacturing and transportation of the products or services to make sure efficient management of the production processes. Traditionally, logistics was applied in the military context to plan for the appropriate delivery of troops and weapons to their destination at an appropriate time. Logistics is important during the period of war because of the relevance of the right location and proper timing. As Nwokedi and Okeke (2020) explain, logistics include identifying the processes involved in the manufacturing process, ensuring timely delivery of resources in the assembly line, and the scheduling of delivery.

Obinna (2024), states that to compete at the supply chain level, manufacturers must adopt a supply chain management strategy. Such a strategy requires integration and coordination of key external processes such as purchasing, selling, and logistics with supply chain partners. They later discussed the practical and value/ originality linkages between logistics and organizational performance.

Appiah-Kubi (2025), asserts that organizational managers are being asked to focus directly on supply chain functions such as logistics to bolster the competitiveness of the supply chains in which their organizations are integral partners. This study provides evidence that a supply chain focus will enhance logistics performance, which will ultimately result in improved organizational performance.

Otieno (2020), contends that with Supply Chain Management, you can lower operational expenses with timelier planning for procurement, manufacturing and transportation. Better order, product and execution tracking can lead to improvements in performance and quality

and lower costs while Owago (2022) explains that you can also improve margins through better coordination with business partners. Tight connection with trading partners keeps your supply chain aligned with current business strategies and priorities and improving 'our organization's overall performance and achievement of goals.

According to Owusu (2020), many companies involved in the supply chain, especially those which have not been equipped with an application for managing the supply chain, experience delays that lead to deteriorated relations and loss of business. Delayed deliveries by suppliers, slowdowns on assembly lines, and problems with distribution are just some of the typical factors that could prevent a firm from meeting customers' demands. According to Rasdien, Pooe and Munyanyi (2024), using supply chain software means coordinating and executing all processes smoothly and effectively, and this leads to improved on-time deliveries.

According to Rejeb and Treiblmaier (2021), supply chain quality management in today's digital age has been considered as one of the most critical for responding rapidly, accurately, and successfully to the demands in the market place. Typically, a supply chain is very complicated in that it requires suppliers, manufacturers, and customers. Supply chain management entails building a connection within all stages of manufacturing and logistics associated with production of the good or service, thus ensuring that customer needs are fulfilled. These needs may include product quality, pricing, product lines, and order fulfillment rate (Reynolds, 2024).

According to Siachitema (2022), the network members have to sustain a customer-driven culture and deliver the right products at the right place at the right time at the right price. Ever since 1980, Total Quality Management (TQM) has been recognized for meeting this objective. Cultivation of quality-oriented culture in enhancing customer satisfaction, employee satisfaction, and organizational performance is a way of achieving this. Even though most supply chain managers have realized the significance of quality, the connection between the quality management activities of suppliers and organizational performance is not well understood (Lee, 2019). This paper therefore explores the link using empirical research. The outcomes generated by this research could be instrumental in managing supply chain networks effectively.

Panjaitan and Sutjipto (2020), notes that the ability of the firm to continue providing products and services to its customers at a higher quality does have a significant impact on the success of the firm and globalization have an impact on customer demand for quality.

Better quality would lead to the retention of existing customers and in attracting customers (Han, 2021).

Van Veldhoven and Vanthienen (2022), contends that chain reaction theory also describes a proposition that better quality would lead to better market position. A few empirical studies exist to support such a claim. According to Wambani (2017), the relationship between TQM practices and operational performance, further indicates the strongest significant predictors of operational performance are leadership, management of people and customer locus. Some significant findings are as follows: Leadership is the most important driver “system” performance, A system, in their empirical study, consists of information and analysis, strategic planning, human resources management, and process management, and Leadership drives the system that results in improved financial results and customer satisfaction (Yamoah, 2021).

Appiah-Kubi and Afriyie (2025) states that collected data from 165 practicing managers and linked the critical quality factors such as employee satisfaction, customer satisfaction, and employee service quality to organizational performance. In the same report, an instrument for measuring organizational performance was also included. Otieno (2020), explains that used stepwise discriminate analysis to identify quality management practices that separate “good performance” organizations from “not-so-good performance” organizations (Resdien, 2024).

According to Mwashegwa and Msabaa (2019), there is a link between quality management practices and process and outcome variables such as cooperation, product quality, productivity, and satisfaction. According to the US General Accounting Office’s (2011) research on the Malcolm Baldrige National Quality Award for the years 2008 and 2009, firms that used quality management practices were characterized by overall improved organizational performance. Nguyen (2023) designed an instrument for measuring quality management practices. The elements of the instrument include: role of top management leadership; role of the quality department; training; product/service design; supplier quality management; process management; quality data and reporting; and employee relations. Changalima (2021) asserts that managers of any system should ensure that their employees are made aware of the interdependence between different elements in the system (Mushi and Mwaiseje, 2021).

The shift in the center of gravity of quality management practice from the conventional company-based practice to complete supply chains systems has happened in recent times.

This is true because competitive advantages in many companies have been changed from being based on product quality and process quality to supply chain management efficiency (Mwangi, 2017). Consequently, the management of the quality of suppliers, supplier involvement, and customer relationships have been viewed as critical components in supply chain quality management with respect to Nissan Motor Manufacturing (UK). Customer-supplying relationship is a key element for the overall success 01 The whole discussion has been done by Zacharia (2022).

Maiyo (2020), studied the quality management practices in the logistics function based on a field study of 165 Australian companies. Three indicators were reported as the most important elements 01' the supply chain quality: reliable suppliers, on-time delivery, and total support of customer needs (Zacharia, 2022). Aloysius (2022) collected data from I07 managers in Hong Kong that oversee the supply chain operation in China and used structure equations analysis to study the interactions between manufactures and suppliers. They found factors such as cooperation. Trust and long-term orientation affect quality-enhancing relations of supply chain members (Farooq, 2020).

Setiani and Setyoko (2023) in their empirical investigation, found no statistically significant difference in the level of quality management practices across the supply chain. However, the manufacturers in the automotive industry were more active in areas like strategic quality planning. Bedada (2022) also confirmed that better supplier performances such as timely delivery, reduced shipping damage, and higher inbound component quality did have positive impacts on manufacturing performance (Centobelli and Cerchione, 2020).

## **2.4 Conclusion and gaps identified**

The researcher found that most of the authors stated that supplier relationship management is encompassed with supplier procurement process, supplier contract management and supplier logistics management so as to increase on the performance of manufacturing industries but there are other factors not mentioned which affect the performance of manufacturing industries like IT adoption, customer orientation and training, employee supervision, resource availability, corruption and bureaucracy among others which the literature review did not talk about.

Further, Mukwano Industries Limited need to implement supplier relationship management, which is an ongoing process that continuously aligns all entities and avenues, from suppliers

of resources through to the end customer, with their organizational characteristics in order to sustain their survival in both regional, national and international market places. The primary weakness of this research was being overly generalized since the multi-dimensional issues involved in public sector were not elaborated more. The research could have performed much better had the authors included such issues, that is, the different categories of service delivery companies in the study sample. This means that this research had indeed closed a gap left by earlier researchers since it had data for statistical analysis. In addition, the research had incorporated the issue of how supplier relationship management affected performance of manufacturing industries.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

This chapter will describe the research design, area of study, population of the study, sample size and sampling methods, Source of data, data collection methods, data collection procedures, data analysis and presentation, limitations of the study and the limitations that the researcher expected to encounter during the data collection and how she tried to overcome them.

#### **3.1 Research design**

Creswell (2013) defines a research design as the scheme, outline or plan that is used to generate answers to research problems. Further Dooley (2017), notes that a research design is the structure of the research, it is the “glue” that holds all the elements in a research project together.

The researcher will apply the use of primary data types to gather information regarding the impact of supplier relationship management on the manufacturing industries.

Qualitative and quantitative research designs will be applied to explain and gather data regarding the impact of supplier relationship management on the manufacturing industries. Both qualitative and quantitative research designs will be utilized for the entire research process development and finding production and then proceed to answer the research questions.

In this research study, a descriptive research design will be utilized as recommended by Kothari (2014). According to Kothari, descriptive research design is the scientific process that entails the observation and description of the behavior of the subject without causing any change. Descriptive research designs are used when the problem under study has been defined and where the researcher needs to have some issues addressed by the respondents on the problem.

The above research design will be used because it is fast and brings accurate results from the field in the case study. The study will involve evaluating the contribution of supplier relationship management on manufacturing industries in a case study of Mukwano Industries Limited.

### 3.2 Area of the study

The study will be conducted in Mukwano Industries Limited located in Kampala City on plot 30 Mukwano road.

### 3.3 Study Population

Study population refers to an entire group of individuals or objects having common observable characteristics. According to Cooper and Schindler, (2003) a population is the total collection of elements about which we wish to make some inferences.

The study population will comprise of 80 respondents from different departments and suppliers of Mukwano Industries Limited.

### 3.4 Sample size

The study uses simple random sampling to select 66% of respondents from Mukwano Industries Limited, following guidance from Mugenda and Mugenda (2013).

To calculate the sample size, the researcher applies **Slovenes formula.**

$$n = \frac{N}{1+Ne^2}$$

Where, n = Sample size

N= Population size

e = Level of significance (margin of error) using e = 0.05

$$\begin{aligned}n &= \frac{N}{1+N(e)^2} \\ &= \frac{80}{1+80(0.05)^2} \\ &= \frac{80}{1.2} \\ n &= 66\end{aligned}$$

**Table 3.1: The sample size of the respondents**

<b>Category of respondents - Staff</b>	<b>Population size</b>	<b>Sample size</b>	<b>Sampling technique</b>
Management	7	6	Purposive sampling
Finance and planning staff	6	5	Purposive sampling
Internal audit staff	2	2	Purposive sampling
Production staff	13	11	Simple random sampling
Store section	4	3	Simple random sampling
Warehouse staff	8	7	Simple random sampling
Drivers	5	4	Simple random sampling
Quality Staff	7	6	Simple random sampling
Sales and Marketing staff	15	12	Simple random sampling
Suppliers	13	10s	Simple random sampling
<b>Total</b>	<b>80</b>	<b>66</b>	

Source: Primary data

### **3.5 Sampling Technique**

According to Robinson, (2014), sampling techniques is the process of systematically selecting part of the study for the study. The researcher will use both purposive sampling techniques and simple random sampling.

#### **Purposive sampling technique**

According to Ritchie (2003), purposive sampling involves taking a non-probability sample based on certain attributes of the population of interest and research aims. It will involve purposive sampling for management, procurement department, and quality department owing to their attributes. The most important aspect of purposive sampling is that it helps the researcher concentrate on certain attributes of the population of interest to derive useful information.

The two types of sampling techniques will be useful to help the researcher obtain information from different areas where Mukwano Industries Limited operates.

#### **Simple Random sampling Method**

The technique of simple random sampling method is typically used when considering the survey research of social surveys (Robinson, 2014). In relation to the research, this sampling

method will be utilized to select the size of the model from both local and business community. This sampling technique is vital because it reduces the stress placed on the researcher by using the whole sample and making the analysis difficult.

### **3.6 Sources of Data**

#### **3.6.1 Primary data**

This is firsthand data, unbiased information collected through field methods like questionnaires, interviews and observation

#### **3.6.2 Secondary data**

This is when a researcher gathers data using existing sources such as periodicals, journals, textbooks, history archives, and conference proceedings. The researcher aims at using the secondary data to complement the primary data gathered, thus allowing the researcher to gather more data on the variables under investigation. Based on secondary sources, the researcher identifies possible risks that may arise as a result of inaccurate data gathered.

The use of secondary data impacts negatively on the integrity of a study. Time and cost savings are the benefits associated with the use of secondary data in data gathering. Minimal time is used compared to the time taken for primary data gathering methods.

### **3.7 Data collection methods**

This will comprise of the methods that are used by the researcher when collecting the data from the field.

#### **3.7.1 Questionnaire**

A questionnaire is a reformulated written set of questions to which respondents record their answers usually within a rather closely defined alternative. This is a method of data collection where questionnaires are sent to people from the case study concerned with the questions to answer the questions and to return the questionnaires to the researcher.

It can be a form of containing series of questions and providing spaces for answers which contain both open ends for respondents who are to meet face to face by the researcher like top managers of Mukwano Industries Limited. The research will use the method because it gives first-hand information and the respondents are able to take his or her own time to answer the questions.

### **3.7.2 Observation method**

This is when the research will go to the case study and looks at what is taking place between procurement and performance. The researcher will use observation methods to access the Mukwano Industries Limited procurement reports. The researcher will go to the department of procurement and look at what is happening there. Observation method is sought by investigators or research on direct observation without asking the respondents or sample units of interest.

This method is good because the information is accurately happening and it does not interfere with either future intentions or passed behaviors. The researcher will use eyes to get and obtain information which is free from bias. No response errors are limited because of interactions.

### **3.8 Data collection instruments**

Data from the field will be obtained using the following instruments.

#### **3.8.1 Questionnaire**

A questionnaire is a set of closed-ended and open-ended questions designed for respondents. This is an instrument of data collection where questionnaires are sent to respondents concerned with the questions to answer the questions and to return the questionnaires to the researcher.

It can be a form of containing series of questions and providing spaces for answers which contain both open ends for respondents who are to meet face to face by the researcher like top managers of Mukwano Industries Limited.

#### **3.8.2 Observation check list**

This refers to a list of guidelines for the researcher to follow when observing the phenomena. This will be used on respondents mostly in the procurement department and the quality department. Whenever the researcher wanted to observe will be ticked on the observation check list. The instrument will be used because it reminds the researcher of what to observe and what he/she has finished observing.

### **3.9 Data collection procedure**

A topic for the research is identified by the researcher as the impact of supplier relationship management on manufacturing industries (case study of Mukwano Industries Limited), and forwarded to the research supervisor for approval. After receiving approval, she develops a

research proposal that will aid her in developing the sample questionnaire and interview guide. The student approaches the research coordinator at Uganda Christian University for an introductory letter that he presents to the administrator of Mukwano Industries Limited for consent to access information within his jurisdiction. Questionnaires are distributed to various respondents and retrieved once they are fully answered and compiled. An initial draft of the research paper is compiled and submitted to the supervisor for approval. After minor alterations, the final draft is compiled and bound and submitted to the supervisor who hands over to the research supervisor for final submission to the University research department.

### **3.10 Reliability and Validity**

#### **3.10.1 Reliability**

As per Sekaran and Bougie (2010), reliability of the instrument refers to the appropriateness and consistency of the instrument in measuring the construct without any bias or errors. Reliability can also be described as consistency in terms of validity of the tested result which can be measured statistically after conducting several tests. As per Sekaran and Bogie, the researcher will conduct the pre-test for the inter-item consistency for all questions asked in the questionnaires. The reliability of the instruments will be tested using Cronbach's Alpha test (1964) in SPSS. If the test shows values nearer to one (1) like (0.50 or more), the reliability of the measure is high.

#### **3.10.2 Validity**

Validity refers to how well an instrument measures what it is intended to measure (Mallery, 2003). It relates to the extent to which the survey measures right elements that need to be measured. The researcher will consult the supervisor about the items in the instrument rated as VR, R, and rate or not rated. From the rating the researcher will compute CVI using George and Mallery (2003). The value of CVI will be interpreted as stated by George and Mallery (2003). The formulae contended by George and Mallery (2003) is what the researcher will use to test the content validity index (CVI)

$$CVI = \frac{VR + R}{N}$$

Where CVI is the content validity index

VR + R is the number of items regarded very relevant and relevant

N is the total number of items in the questionnaire

### **3.11 Ethical Consideration**

Ethical issues in the process of doing quantitative research begin by the methods involved. The methods used in this kind of research mainly evaluate the feasibility of approaches according to the principles, perspectives and norms of the society making the method vulnerable to bias which impacts negatively on the collected data. It is the responsibility of the researcher to be responsible and respectful to associates in their respective areas of practice and the community at large (Gallardo, 2012).

It means that ethical issues concerning the researcher will entail using the participation's time to collect data which will be beneficial to the participants instead of just gathering data that will be useful for the research process. Availability of the participant's involvement implies that there will be need for precedence of the research process.

### **3.12 Limitation & Delimitations of the study**

The task will involve many resources, and therefore the researcher had to spend some time on doing his research due to lack of enough resources in carrying out the research. However, this challenge was sorted out by getting additional financial help from other people such as friends and family members.

There was also the challenge of finding enough information concerning the dependent variable in literature. However, this challenge was sorted out by seeking help from other researchers who had done similar research before.

The respondents tend to give quick answers, thinking that it wastes their time since there would be no immediate benefit derived from it. However, this challenge can be sorted out through giving explanations.

### **3.13 Data processing and analysis**

The researcher will need to use table form. The data collected will be sorted, scrutinized, coded and presented using tables, charts and graphs showing the relationship that existed between two variables.

The researcher will interpret and discuss the presented data in frequency tables and SPSS to analyze data from frequency tables

## CHAPTER FOUR

### PRESENTATIONS, ANALYSIS AND DISCUSSION OF FINDINGS

#### 4.0 Introduction

This chapter contains the presentation, interpretation and discussion of the findings on demographic data of the respondents, the relationship between supplier procurement process and operational performance, the relationship between supplier contract management and operational performance and the relationship between supplier logistics management and operational performance.

#### 4.1. Response Rate

The researcher will be able to obtain all the 66 questionnaires from the respondents as she has made about 80 questionnaires and distributed them to 80 respondents. About 66 questionnaires will be returned and only 14 will not return hence making the researcher able to capture all the required information necessary for the research as this gives a total percentage of 100% as only 66 questionnaires will be required.

#### 4.1 Demographic Data of the Respondents

##### 4.1.1 Gender

The study has both genders represented in varying proportion as shown in table 4.1.1 below.

**Table 4.1.1: Shows the gender of the Respondents**

---

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Male	45	68.0	68.0	68.0
Female	21	32.0	32.0	100.0
<b>Total</b>	<b>66</b>	<b>100.0</b>	<b>100.0</b>	

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*Source: primary data*

The findings in table 4.1.1 above clearly indicate that most respondents are males as they give a percentage of 68.0% as compared to females with a percentage of 32.0%. This implies that the organization employees most men (45/66) and only employed (21/66) females. This indicates that the respondents have the required information for the study.

#### 4.1.2 Age bracket

**Table 4.1.2: Age bracket of Respondents**

<b>Age</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Under 25 years	6	9.0	9.0	9.0
26-49 years	40	61.0	61.0	70.0
above 50 years	20	30.0	30.0	100.0
<b>Total</b>	<b>66</b>	<b>100.0</b>	<b>100.0</b>	

*Source: primary data*

The findings in table 4.1.2 above show that most respondents fall under the age bracket of 26 - 49 (61.0%), followed by above 50 years (30.0%), and lastly under 25 years that had 9.0%. This shows that most respondents were of a good age bracket and understood the effect of supplier relationship management on operational performance of manufacturing industries of Mukwano Industries Limited. This means that the organization preferred having more employees with a moderate age other than having old and young employees.

#### 4.1.3 Marital Status

The marital status of the respondents was also covered and analyzed to assess their views in relation to the study as shown in the table below.

**Table 4.1.3: Marital Status of Respondents**

<b>Marital Status</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Single	16	24.0	24.0	24.0
Married	50	76.0	76.0	100.0
<b>Total</b>	<b>66</b>	<b>100.0</b>	<b>100.0</b>	

*Source: primary data*

As seen in the table above, majority of the study respondents constituting 76.0% were married and these were followed by respondents who were single as revealed by 24.0% of the respondents. The study established that majority of the respondents were married which indicated that they were mature and responsible.

#### 4.1.4 Education level

**Table 4.1.4: Shows Education level of respondents**

<b>Education Level</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Master's degree	15	22.7	22.7	22.7
Bachelor's degree	26	39.4	39.4	62.1
Diploma	18	27.3	27.3	89.4
Certificate	7	10.6	10.6	100.0
<b>Total</b>	<b>66</b>	<b>100.0</b>	<b>100.0</b>	

*Source: Primary data*

The findings in table 4.1.4 above show that 39.4% were bachelor's degree holders, 27.3% were diploma holders, 22.7% were master's degree holders, and 10.6% were certificate holders. This implied that most of the respondents were bachelor's degree holders, which means were qualified for the study.

#### 4.1.5 Duration of Service

This shows the level of service each employee has provided in the organization.

**Table 4.1.5: Shows Duration of service of respondents**

<b>Duration of Service</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Under 1 year	00	00	00	00
1-3 years	20	30.3	30.3	30.3
4-5 years	39	59.1	59.1	89.4
5 years and above	7	10.6	10.6	100.0
<b>Total</b>	<b>66</b>	<b>100.0</b>	<b>100.0</b>	

*Source: primary data*

The aim of this question was to establish the number of years each participant had been employed by the mukwano industries limited. The majority of the participants, 59.1%, had been working with the firm for 4-5 years. This indicates that the company has hired the most of its employees recently. Thirty percent had one to three years of experience, while ten percent were above five years, as depicted in Table 4.1.5. This indicated that the participants had sufficient work experience and were able to provide sufficient information for this study.

## 4.2 Relationship between Supplier procurement process and operational performance

Below are tables which show the response rate about Supplier procurement process and operational performance in Mukwano industries limited.

**Table 4.2.1: Shows response rate on the notion of cycle of procurement employed often to the main happenings in which purchasing might be involved**

Details	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	1	1.5	1.5	1.5
Disagree	6	9.1	9.1	10.6
Not sure	14	21.2	21.2	31.8
Strongly Agree	20	30.3	30.3	62.1
Agree	25	37.9	37.9	100.0
<b>Total</b>	<b>66</b>	<b>100.0</b>	<b>100.0</b>	

*Source: Primary data*

From the above table 4.2.1, it can be seen that most respondents, 37.9%, agreed that the notion of cycle of procurement is often used to illustrate the key events where purchasing may play a role. Additionally, 30.3% strongly agreed with the statement, while 21.2% were unsure. On the other hand, 9.1% disagreed, and 1.5% strongly disagreed. This suggests that the majority of respondents agreed that the notion of cycle of procurement is often used to illustrate the key events where purchasing may play a role. This supports the findings by Kisinga (2024), who argued that the notion of cycle of procurement is often used to illustrate the key events where purchasing may play a role.

**Table 4.2.2: Shows response rate on Supplier procurement process involved in procurement planning, supplier selection, tender award and supplier contract management**

Details	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	00	00	00	00
Disagree	5	7.6	7.6	7.6
Not sure	3	4.5	4.5	12.1
Strongly Agree	40	60.6	60.6	72.7
Agree	18	27.3	27.3	100.0
<b>Total</b>	<b>66</b>	<b>100.0</b>	<b>100.0</b>	

*Source: primary data*

From table 4.2.1 above, it can be observed that a significant number of respondents, 37.9%, agreed that the concept of cycle of procurement is often employed to highlight the important events at which purchasing might come into play. Furthermore, 30.3% strongly agreed with the assertion, while 21.2% were undecided. Conversely, 9.1% disagreed, while 1.5% strongly disagreed. Therefore, it appears that the majority of respondents agreed that the concept of cycle of procurement is often employed to highlight the important events at which purchasing might come into play. This is consistent with the results presented by Kisinga (2024), who maintained that the concept of cycle of procurement is often employed to highlight the important events at which purchasing might come into play.

**Table 4.2.3: Shows response rate on Supply chain encompasses all those organization and activities involved in the processing of materials from raw materials stage through the end user as well as information flow**

<b>Details</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Strongly Disagree	00	00	00	00
Disagree	5	7.6	7.6	7.6
Not sure	6	9.1	9.1	16.7
Strongly Agree	33	50.0	50.0	66.7
Agree	22	33.3	33.3	100.0
<b>Total</b>	<b>66</b>	<b>100.0</b>	<b>100.0</b>	

*Source: primary data*

Based on whether Supply chain encompasses all those within an organization review activity as services to levels of management, 50.0% strongly agreed, 33.3% agreed, 9.1% were Not sure, and 7.6% disagreed. This implies that most of the respondents strongly agreed that suppl

.y chain encompasses all those within an organization review activity as services to levels of management. According to Lajimi (2021), it explained that supply chain encompasses all those organization and activities involved in the processing of materials from raw materials stage through the end user as well as information flow.

**Table 4.2.4: Shows response rate on Supplier procurement process involves a series of decisions to be made at every stage in the process.**

<b>Details</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Strongly Disagree	00	00	00	00
Disagree	2	3.0	3.0	3.0
Not sure	5	7.6	7.6	10.6
Strongly Agree	26	39.4	39.4	50.0
Agree	33	50.0	50.0	100.0
<b>Total</b>	<b>66</b>	<b>100.0</b>	<b>100.0</b>	

*Source: primary data*

Table above shows that on the supplier procurement process which is a process that involves making a decision at each stage of the process, 50.0% agreed, 39.4% strongly agreed, 7.6% were not sure, and 3.0% disagreed. It means that many respondents agree with the supplier procurement process which is a process that involves making a decision at each stage of the process. It agrees with Lindquist (2023).

**Table 4.2.5: Shows response rate on All purchases must create value for money**

<b>Details</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Strongly Disagree	00	00	00	00
Disagree	2	3.0	3.0	3.0
Not sure	9	13.6	13.6	16.7
Strongly Agree	22	33.3	33.3	50.0
Agree	33	50.0	50.0	100.0
<b>Total</b>	<b>66</b>	<b>100.0</b>	<b>100.0</b>	

*Source: primary data*

According to the above table, results show that 50.0% agreed, 33.3% strongly agreed on the view, 13.6% of the respondents were Not sure and 3.0% disagreed with the view. This implies that majority of the respondents agreed that all purchases must create value for money which is in line with The PPADA (2015).

**Table 4.2.6: Shows response rate on many procurement activities suffer from neglect, lack of direction, poor co-ordination, lack of open competition and transparency**

<b>Details</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Strongly Disagree	00	00	00	00
Disagree	00	00	00	00
Not sure	7	10.6	10.6	10.6
Strongly Agree	39	59.1	59.1	69.7
Agree	20	30.3	30.3	100.0
<b>Total</b>	<b>66</b>	<b>100.0</b>	<b>100.0</b>	

*Source: primary data*

Based on the results of the table presented above, it was found that 59.1% strongly agreed, 30.3% agreed while 10.6% were Not sure about the stamen. This means that majority of the respondents strongly agree that there exist many procurement functions which face neglect, absence of direction, lack of coordination, absence of competition and transparency. This agrees with what Moradlous & Roscoe, (2022) who argues that inflexible procurement systems cause contract delays.

**Table 4.2.7: Shows response rate on information is critical to an effective and efficient procurement process; on the other hand, financing is the engine that drives it**

<b>Details</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Strongly Disagree	00	00	00	00
Disagree	00	00	00	00
Not sure	7	10.6	10.6	10.5
Strongly Agree	27	40.9	40.9	51.5
Agree	32	48.5	48.5	100.0
<b>Total</b>	<b>66</b>	<b>100.0</b>	<b>100.0</b>	

*Source: Primary data*

As it can be seen from the result in the table above, 48.5% agree, 40.9% strongly agree, and 10.6% not sure. It means that most respondents agreed that Information is very important in making an efficient and effective procurement; however, financing acts as the motor to make it run effectively. According to (Munir and Jajja, 2020), which stated that financing is the

factor which has negatively affected the pace and effectiveness of achieving objectives of national development, particularly in developing countries.

**Table 4.2.2 Shows Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.116 <sup>a</sup>	.013	-.002	.651

a. Predictors: (Constant), Supplier Relationship Management.

The table above shows the values for R and R<sup>2</sup>. The value of R refers to the correlation coefficient. The value is 0.116, meaning that the level of correlation is low. However, the R<sup>2</sup> value tells us the amount of variation in the dependent variable Operational performance that is caused by the independent variable Supplier procurement process. This amount is 1.3%, which is relatively high.

**Table 4.2.3: Shows the effect of Supplier relationship management and operational performance**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	.370	1	.370	.871	.354 <sup>b</sup>
Residual	27.160	64	.424		
<b>Total</b>	<b>27.530</b>	<b>65</b>			

a. Dependent Variable: Supplier relationship management

b. Predictors: (Constant), operational performance

From the above table, we can deduce that the regression model predicts the dependent variable statistically significantly. It shows the statistical significance of the regression model used in this study, where  $p < 0.000$ , which is lower than 0.05, indicating that the overall regression model predicts the dependent variable statistically significantly. For example, 0.871 is a poor fit for the data.

From the coefficient table, we get all the information needed to predict Supplier procurement process using operational performance and whether Supplier procurement process makes a statistical contribution to the regression model.

### 4.3 Relationship between supplier contract management and operational performance of manufacturing firms.

Tables below show the response rate on supplier contract management and operational performance of manufacturing firms.

**Table 4.3.1: Shows response rate on the ultimate goal of supplier contract management is coordinated and integrated action to fulfill a need for goods, services or works in a timely manner and at a reasonable cost.**

Details	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	00	00	00	00
Disagree	00	00	00	00
Not sure	7	10.6	10.6	10.6
Strongly Agree	33	50.0	50.0	60.6
Agree	26	39.4	39.4	100.0
<b>Total</b>	<b>66</b>	<b>100.0</b>	<b>100.0</b>	

*Source: primary data*

From the table above, it can be seen that the majority (50.0%) strongly agreed, 39.4% agreed, while 10.6% were Not sure. From this statement, the majority of the respondents strongly agreed that the objective of supplier contract management is coordinated and integrated actions to meet the need for goods, services, or works in a timely and cost-effective way. This corroborates the view by Alshurideh (2022) that the objective of supplier contract management is coordinated and integrated actions to meet the need for goods, services, or works in a timely and cost-effective way.

**Table 4.3.2: Shows response rate Supplier contract management enables the procurement entity and its staff to work smoothly to achieve the organization’s goals with the right quality and quantity of inputs in place**

<b>Details</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Strongly Disagree	4	6.1	6.1	6.1
Disagree	3	4.5	4.5	10.6
Not sure	8	12.1	12.1	22.7
Strongly Agree	27	40.9	40.9	63.6
Agree	24	36.4	36.4	100.0
<b>Total</b>	<b>66</b>	<b>100.0</b>	<b>100.0</b>	

*Source: primary data*

For instance, on the contrary, 40.9% strongly agreed, 36.4% agreed, Supplier contract management facilitates the procurement entity and its employees to operate seamlessly for the attainment of organizational objectives by ensuring availability of the required amount and quality of inputs, 12.1% were Not sure, 6.1% strongly disagreed while 4.5% disagreed. It was revealed that most of the respondents strongly agreed that Supplier contract management facilitates the procurement entity and its employees to operate seamlessly for the attainment of organizational objectives by ensuring availability of the required amount and quality of inputs. According to Amoako-Gyampah (2019), it means that Supplier contract management facilitates the procurement entity and its employees to operate seamlessly

**Table 4.3.3: Shows response rate on the Supplier contract management is used to provide information about the purchase of goods and services**

<b>Details</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Strongly Disagree	6	9.1	9.1	9.1
Disagree	00	00	00	9.1
Not sure	6	9.1	9.1	18.2
Strongly Agree	22	33.3	33.3	51.5
Agree	32	48.5	48.5	100.0
<b>Total</b>	<b>66</b>	<b>100.0</b>	<b>100.0</b>	

*Source: primary data*

As indicated by the results obtained from the table above, there was agreement, 48.5%; strongly agree 33.3%; not sure 9.1%; and strongly disagree 9.1%. Most of the respondents agreed that the supplier contract management process is meant to give details of the procurement of goods and services, and according to Asa, (2023), it is the same that is supported by the supplier contract management process.

**Table 4.3.4: Shows response rate on Supplier contract management is the management of contracts made with customers, vendors, partners or employees**

<b>Details</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Strongly Disagree	00	00	00	00
Disagree	6	9.1	9.1	9.1
Not sure	11	16.7	16.7	25.8
Strongly Agree	28	42.4	42.4	68.2
Agree	21	31.8	31.8	100.0
<b>Total</b>	<b>66</b>	<b>100.0</b>	<b>100.0</b>	

*Source: primary data*

From the table above, 42.4% of the respondents strongly agreed, 31.8% of the respondents agreed, 16.7% were Not sure, 9.1% disagreed with the view. This therefore implied that majority of the respondents strongly agreed that Supplier contract management is the management of contracts made with customers, vendors, partners or employees and were in line with Nautwima and Tsoy (2023).

**Table 4.3.5: Shows response rate on whether there is a clear transition from contract award, contract mobilization to contract operations**

<b>Details</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Strongly Disagree	1	1.5	1.5	1.5
Disagree	00	00	00	1.5
Not sure	9	13.6	13.6	15.2
Strongly Agree	29	43.9	43.9	59.1
Agree	27	40.9	40.9	100.0
<b>Total</b>	<b>66</b>	<b>100.0</b>	<b>100.0</b>	

*Source: primary data*

Also relating to the results from the table above, 43.9% of the respondents strongly agreed, 40.9% of the respondents agreed, 13.6% were Not sure while 1.5% strongly disagreed. This indicates that most respondents strongly agreed that there is a clear transition from contract award, contract mobilization to contract operations and this agrees with Johanna and Diana, (2023), who explains that there is a clear transition from contract award, contract mobilization to contract operations.

**Table 4.3.6: Shows response rate on Conditions specified in the notice and the terms under which the works, services, or goods involved in the contract are to be supplied determining how it is implemented.**

<b>Details</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Strongly Disagree	00	00	00	00
Disagree	6	9.1	9.1	9.1
Not sure	14	21.2	21.2	30.3
Strongly Agree	20	30.3	30.3	60.6
Agree	26	39.4	39.4	100.0
<b>Total</b>	<b>66</b>	<b>100.0</b>	<b>100.0</b>	

*Source: Primary data*

Regarding the table above, 39.4% agreed, 30.3% strongly agreed, 21.2% were not sure. This implies that most respondents agreed that Conditions specified in the notice and the terms under which the works, services, or goods involved in the contract are to be supplied determine how it is implemented. According to Setiani and Setyoko (2023) states that conditions specified in the notice and the terms under which the works, services, or goods involved in the contract are to be supplied determine how it is implemented.

**Table 4.3.7: Shows response rate on the rationale for entering into a contract is to secure reliable, timely, and quality services**

<b>Details</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Strongly Disagree	00	00	00	00
Disagree	2	3.0	3.0	3.0
Not sure	5	7.6	7.6	10.6
Strongly Agree	26	39.4	39.4	50.0
Agree	33	50.0	50.0	100.0
<b>Total</b>	<b>66</b>	<b>100.0</b>	<b>100.0</b>	

*Source: primary data*

On the results shown above as regards whether the reasons behind entering into an agreement is to ensure reliable, punctual, and high-quality services, 50.0% of the respondents agreed, 39.4% strongly agreed, 7.6% said they were not sure, and only 3.0% disagreed with the statement. This means that most of the respondents agreed that the reasons behind entering into an agreement is to ensure reliable, punctual, and high-quality services. Such a belief means that the quality and manner in which the company provides these services is one of the key factors used to evaluate the effectiveness of the agreements. (Harmon, 2024).

**Table 4.3.8: Shows Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.116 <sup>a</sup>	.013	-.002	.651

a. Predictors: (Constant), A lot of procurement processes go unnoticed, poorly managed, poorly coordinated, with lack of competition

In this table, you will find the R and R<sup>2</sup>. R is the measure of simple correlation and its value in this case is 0.116 which means that the level of correlation is low. On the other hand, R<sup>2</sup> explains how much variation in the dependent variable (operational performance) can be explained by the independent variable (supplier relationship management). It explains 1.3 percent which is high.

**Table 4.3.9: Shows Coefficients**

Model	Unstandardized		Standardized	T	Sig.
	Coefficients				
	B	Std. Error	Beta		
(Constant)	4.005	.313		12.780	.000
Supplier procurement process involves procurement planning, supplier selection, tender award and supplier contract management	.072	.077	.116	.934	.354

a. Dependent Variable: proposes that the organizational managers are required to be more concerned about their involvement in supply chain activities such as logistics to make the supply chain competitive where their organizations are key players.

It can be seen from the above table that the regression analysis predicts the dependent variable with high statistical significance. This signifies the statistical significance of the regression model developed; here,  $p < 0.000$ , which is lower than 0.05, and it means that the entire regression model statistically significantly predicts the dependent variable i.e., 0.354.

The Coefficients table gives us the details needed to predict the influence of supplier relationship management on operational performance and how supplier relationship management influences operational performance.

#### 4.4 Relationship between supplier logistics management and operational performance of manufacturing firms

**Table 4.4.1: Shows response rate on how Logistics is an important component of supply chain management**

<b>Details</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Strongly Disagree	00	00	00	00
Disagree	00	00	00	00
Not sure	6	9.1	9.1	9.1
Strongly Agree	27	40.9	40.9	50.0
Agree	33	50.0	50.0	100.0
<b>Total</b>	<b>66</b>	<b>100.0</b>	<b>100.0</b>	

*Source: primary data*

Respondent's opinion regarding whether logistics is an important component of supply chain management, 50.0% agreed, 40.9% strongly agreed, while 9.1% were Not sure. This implied that majority of the respondents agreed that logistics is an important component of supply chain management. According to Mwangi (2017), further defines supplier logistics management as "that part of Supply Chain Management that plans, implements, and controls the efficient, effective forward and reverses flow and storage of goods.

**Table 4.4.2: Shows response rate on logistics involves the integration of the production and delivery of a product or service in order to ensure efficient and effective management**

<b>Details</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Strongly Disagree	00	00	00	00
Disagree	13	19.7	19.7	19.7
Not sure	4	6.1	6.1	25.8
Strongly Agree	21	31.8	31.8	57.6
Agree	28	42.4	42.4	100.0
<b>Total</b>	<b>66</b>	<b>100.0</b>	<b>100.0</b>	

*Source: primary data*

Additional view on whether logistics involves the integration of the production and delivery of a product or service to ensure efficient and effective management, 42.4% agreed, 31.8% strongly agreed, 19.7% of the respondents disagreed and 6.1% were Not sure with the view. This implied that the majority of the respondents agreed that Logistics involves the integration of the production and delivery of a product or service in order to ensure efficient and effective management which was in line with Nguyen (2023), who asserts that logistics involves the integration of the production and delivery of a product or service in order to ensure efficient and effective management,

**Table 4.4.3: Shows response rate on how to compete at the supply chain level, manufacturers must adopt a supply chain management strategy**

<b>Details</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Strongly Disagree	00	00	00	00
Disagree	00	00	00	00
Not sure	7	10.6	10.6	10.6
Strongly Agree	19	28.8	28.8	39.4
Agree	40	60.6	60.6	100.0
<b>Total</b>	<b>66</b>	<b>100.0</b>	<b>100.0</b>	

*Source: Primary data*

Based on the results above, 60.6% of the respondents agreed that to compete at the supply chain level, manufacturers must adopt a supply chain management strategy, 28.8% strongly

agreed, 10.6% were Not sure. This implies that most respondents agreed which is in line with Obinna (2024), asserts that such a strategy requires integration and coordination of key external processes such as purchasing, selling, and logistics with supply chain partners. They later discussed the practical and value/ originality linkages between logistics and organizational performance.

**Table 4.4.4: Shows response rate on With Supply Chain Management, you can lower operational expenses with timelier planning for procurement, manufacturing and transportation**

<b>Details</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Strongly Disagree	00	00	00	00
Disagree	00	00	00	00
Not sure	6	9.1	9.1	9.1
Strongly Agree	33	50.0	50.0	59.1
Agree	27	40.9	40.9	100.0
<b>Total</b>	<b>66</b>	<b>100.0</b>	<b>100.0</b>	

*Source: primary data*

It is clear from the chart above that 50.0% of the respondents strongly agree, 40.9% agreed, while 9.1% of them did not know. From the results, it is clear that many of the respondents agree With Supply Chain Management, you can lower operational expenses with timelier planning for procurement, manufacturing, and transportation. Owago (2022) states that With Supply Chain Management, you can lower operational expenses with timelier planning for procurement, manufacturing, and transportation.

**Table 4.4.5: Shows response rate on many organizations in supply chains-particularly those that haven't been enhanced with a supply' chain application - are plagued by delays that can result in poor relationships and lost business**

<b>Details</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Strongly Disagree	00	00	00	00
Disagree	00	00	00	00
Not sure	13	19.7	19.7	19.7
Strongly Agree	25	37.9	37.9	57.6
Agree	28	42.4	42.4	100.0
<b>Total</b>	<b>66</b>	<b>100.0</b>	<b>100.0</b>	

*Source: primary data*

According to the above table, 42.4% of the respondents indicated that many organizations within the supply chain-especially organizations that have not been upgraded using supply chain applications-face delays that could cause bad relations and even loss of business, 37.9% strongly agreed, while 19.7% indicated they were Not sure. This means that most of the respondents agreed that many organizations within the supply chain-especially organizations that have not been upgraded using supply chain applications-face delays that could cause bad relations and even loss of business.

**Table 4.4.6: Shows response rate on Supply chain quality management has been recognized as one of the most important to respond rapidly, correctly, and profitably to market demands**

<b>Details</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Strongly Disagree	00	00	00	00
Disagree	00	00	00	00
Not sure	6	9.1	9.1	9.1
Strongly Agree	37	56.1	56.1	65.2
Agree	23	34.8	34.8	100.0
<b>Total</b>	<b>66</b>	<b>100.0</b>	<b>100.0</b>	

*Source: primary data*

Apart from the perspectives of the respondents regarding the recognition of supply chain quality management as one of the most significant to be able to react promptly and

appropriately to market needs, about 56.1% strongly agree, 34.8% agree, and 9.1% Not sure. The purpose of supply chain management is to develop a connection between all the production and distribution chains in regard to the product or service in order to meet or fulfill the needs of the customers. The needs involve product quality, price, range of products, and order till rate; Order cycle time, Order/shipment information and frequency of delivery (Reynolds, 2024).

**Table 4.4.7: Shows response rate on how Members of the supply chain network must maintain and sustain customer driven culture and offer the right product in the right place at the right time and at the right prices**

<b>Details</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Strongly Disagree	00	00	00	00
Disagree	5	7.6	7.6	7.6
Not sure	3	4.5	4.5	12.1
Strongly Agree	48	72.7	72.7	84.8
Agree	10	15.2	15.2	100.0
<b>Total</b>	<b>66</b>	<b>100.0</b>	<b>100.0</b>	

*Source: primary data*

However, while examining the views of the respondents in the table, it is evident that 72.7% of the respondents strongly agreed with the idea that supply chain network members have to maintain and sustain the customer-driven culture and provide the appropriate products to the customers at the proper time and location, along with proper pricing. The remaining respondents include 15.2% who agreed with the statement, 7.6% disagreed, and 4.5% were not sure about their opinion on the statement. As per the findings, the majority of the respondents strongly agreed with the statement. This is inline with the idea that since 1980, Total Quality Management (TQM) has been able to achieve such goals.

**Table 4.4.2: Shows the Coefficients**

Model	Unstandardized		Standardized	t	Sig.
	Coefficients				
	B	Std. Error	Beta		
(Constant)	4.005	0.313		12.780	0.000
Supplier contract management is used to provide information about the purchase of goods and services	0.072	0.077	0.116	0.934	0.354

a. Dependent Variable; Operational performance

This proves the positive significance relationship of supplier relationship management and operational performance using correlation coefficient. The table above suggests that the regression analysis significantly predicts the dependent variable. The table above shows the statistical significance of the regression analysis carried out, and in this case  $p < 0.000$ , which is lesser than 0.05, hence indicating the significant prediction of the outcome variable i.e., 0.354.

Though it is widely believed that internal auditing, where it exists, contributes to improved financial performance of the organization with the correlation of 0.934, According to Panjaitan and Sutjianto (2020), notes that the ability of the firm to continue providing products and services to its customers at a higher quality does have a significant impact on the success of the firm and globalization has an impact on customer demand for quality. Better quality would lead to the retention of existing customers and in attracting customers (Han, 2021).

## CHAPTER FIVE

### SUMMARY, CONCLUSION, RECOMMENDATION, LIMITATION OF THE STUDY AND AREAS OF FURTHER RESEARCH

#### 5.0 Introduction

This chapter contains the summary of the results of the analysis carried out in chapter four. It also contains the results according to the objectives of the study concerning the effect of supplier relationship management on operational performance of manufacturing firms and the conclusions based on the results, recommendations, and suggestions for future research.

#### 5.1 Summary of the findings.

Findings revealed that logistics is an important component of supply chain management, and it integrates the measurement of organizational performance right from supplier end to customer end. Logistics involves the integration of the production and delivery of a product or service to ensure efficient and effective management; to compete at the supply chain level, manufacturers must adopt a supply chain management strategy. Most of the results showed that with Supply Chain Management, you can lower operational expenses with timelier planning for procurement, manufacturing and transportation, many organizations in supply chains-particularly those that haven't been enhanced with a supply chain application - are plagued by delays that can result in poor relationships and lost business and members of the supply chain network must maintain and sustain a customer-driven culture and offer the right product in the right place at the right time and at the right prices.

### **5.1.1 Summary of findings on the relationship between Supplier procurement process and operational performance**

Results indicate that most of the respondents strongly agree that the concept of procurement cycle is widely used to illustrate the key events associated with the process of purchasing and supplier procurement process comprises of procurement planning, supplier selection, and supply chain includes all those within an organization's review activity as services to levels of management.

In addition, majority of the respondents also agree that with supplier procurement process involving a series of decisions to be made at each level of the process, all purchases should be cost-effective, procurement operations are usually neglected, lack of direction, poor coordination, absence of competitive and transparent procurement processes, information plays a vital role in a successful and efficient procurement process whi

### **5.1.3 Relationship between supplier contract management and operational performance**

The results showed that the final objective of supplier contract management is an organized approach that involves coordinated action in order to satisfy the need for goods or services in a timely fashion and at reasonable costs. Supplier contract management ensures that the procurement agency and its employees can function seamlessly by having the correct resources in place in order to meet organizational objectives. Supplier contract management is used to provide information on purchasing goods and services.

The study has found that the respondents believed supplier contract management involves managing the contracts between the organizations and their customers, vendors, partners or employees. There is a clear transition from contract awarding to mobilization of contract and finally to contract operation. The terms and conditions set out in the notice and also those that determine the nature and manner in which the works, goods or services contained in the contract are supplied will determine the process of implementation.

### **5.1.4 Summary of findings on relationship between supplier logistics management and operational performance**

From these results, it has been identified that Logistics is an integral part of Supply Chain Management, and logistics entails the process of measuring the performance of the organization from supplier end to customer end. logistics entails the process of ensuring the integration of production and delivery process to ensure the efficient and effective process of managing the product or services. It is imperative to adopt a Supply Chain Management

approach in order to have competitive advantage in the supply chain management. Most of the findings indicated that by adopting supply chain management, one will reduce operating costs through timely planning of procurement, production, and distribution and most of the organizations engaged in supply chains, especially those which have not incorporated the concept of supply chain into their operations, experience delays which will lead to bad relationship and loss of business and in any supply chain, its members must create a customer-driven culture and supply the product when required.

## **5.2 Conclusion**

### **5.2.1 Conclusion on the relationship between supplier procurement process and operational performance**

The study findings indicate that the supplier procurement process has a positive influence on operational performance at Mukwano Industries Limited. The results show that procurement activities such as planning, supplier selection, and evaluation involve critical decision-making at every stage, which directly affects efficiency and cost management.

A well-structured procurement process enhances timely acquisition of inputs, reduces operational delays, and supports cost control within the organization. The findings further suggest that effective procurement practices contribute to improved coordination and better utilization of resources, which ultimately strengthens overall operational performance.

### **5.2.2 Conclusion on the relationship between supplier contract management and operational performance**

In Mukwano Industries Limited, it has been decided that the management of supplier contract management should be such an organized effort to meet a need for products, services, and/or works in an efficient and cost-effective way, and Supplier contract management helps ensure that the procurement organization and its people operate efficiently. The management of Supplier contract management has been adopted by Mukwano Industries Limited.

### **5.2.3 Conclusion on the relationship between supplier logistics management and operational performance**

From Mukwano Industries Limited, logistics from the supplier acts as an indicator of the supply chain's potentiality in offering products or services to the consumer. Logistics refers to the process of combining the production and distribution of a product or service for

effective and efficient management. According to Obinna (2024), this strategy necessitates integrating and coordinating vital external processes including purchasing, sales, and logistics in collaboration with the supply chain partners.

### **5.3 Recommendations**

#### **5.3.1 Recommendations on the relationship between supplier procurement process and operational performance**

Management of Mukwano Industries Limited management should also consider the relationship between supplier procurement process and operational performance so that it improves its supplier relationship management by undertaking it properly.

#### **5.3.2 Recommendation on the relationship between supplier contract management and operational performance**

Management of Mukwano Industries Limited must also make sure that members of the procurement team are made aware of the importance of production effectiveness to help improve operational performance in the company.

#### **5.3.3 Recommendation on the relationship between supplier logistics management and operational performance**

Management of Mukwano Industries Limited should also understand that there is a relationship between supplier logistics management and operational performance in that supplier logistics management helps promote good operational performance within the company. Supplier logistics management has a relationship with operational performance, and hence it would be important for management to take advantage of this relationship. In other words, supplier logistics management and operational performance are related in that supplier relationship management affects operational performance because of proper delivery.

### **5.4 Areas for further research**

This study focused on the relationship between supplier relationship management and operational performance at Mukwano Industries Limited. However, some areas were outside the scope of this research and require further investigation.

Future researchers may consider exploring the following areas:

- The effect of electronic procurement systems on operational performance in manufacturing firms.
- The influence of supply chain risk management on organizational performance in manufacturing companies.
- The role of technology adoption in improving supplier relationship management practices.
- The effect of supplier relationship management on performance in other sectors such as public institutions and small and medium enterprises.

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## **APPENDIX I: QUESTIONNAIRE**

### **QUESTIONNAIRE**

Dear Sir/Madam

I am **NALEBA JASMINE** a student of Uganda Christian University (UCU) Mbale campus conducting research as partial requirements for the award of Bachelors of Procurement and supplier logistics management. I am conducting a research study concerning the topic “**the effect of supplier relationship management on operational performance of manufacturing industries a case study of Mukwano Industries Limited**”. I request you to spare some time and fill this questionnaire. The information obtained will be strictly for academic purposes and it will be treated with utmost confidentiality. Thank you for your cooperation.

**NB:** Please tick the option that most appropriately represents you.

Name..... Sign.....

**SECTION A: Personal data (Tick the appropriate option)**

1. Gender:

Male  Female

2. Age

Under 25 years  26-49 years  above 50 years.

3. Marital Status

Single  Married

4. Highest level of education

Master’s degree  Bachelor’s Degree  Diploma  Certificate

5. For how long have you been working with Mukwano Industries Limited?

Under 1 year  1-3 years  4-5 years  5 years and above

**SECTION B: Relationship between Supplier procurement process and operational performance**

Statements	Strongly	Disagree	Not	Strongly	Agree
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	<b>disagree</b>		<b>sure</b>	<b>Agree</b>	
The notion of cycle of procurement is employed often to show the main happenings in which purchasing might be involved					
Supplier procurement process involves procurement planning, supplier selection, tender award and supplier contract management					
Supply chain encompasses all those organization and activities involved in the processing of materials from raw materials stage through the end user as well as information flow					
Supplier procurement process involves a series of decisions to be made at every stage in the process.					
All purchases must create value for money					
Many procurement activities suffer from neglect, lack of direction, poor co-ordination, lack of open competition and transparency					
Information is critical to an effective and efficient procurement process, on the other hand financing is the engine that drives it					

**SECTION C: Relationship between supplier contract management and operational performance of manufacturing firms**

<b>Statements</b>	<b>Strongly</b>	<b>Disagree</b>	<b>Not</b>	<b>Strongly</b>	<b>Agree</b>
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	<b>Disagree</b>		<b>sure</b>	<b>Agree</b>	
The ultimate goal of supplier contract management is coordinated and integrated action to fulfill a need for goods, services or works in a timely manner and at a reasonable cost					
Supplier contract management enables the procurement entity and its staff to work smoothly to achieve the organization's goals with the right quality and quantity of inputs in place					
Supplier contract management is used to provide information about the purchase of goods and services					
Supplier contract management is the management of contracts made with customers, vendors, partners or employees					
There is a clear transition from contract award, contract mobilization to contract operations					
Conditions specified in the notice and the terms under which the works, services, or goods involved in the contract are to be supplied determine how it is implemented.					
The rationale for entering into a contract is to secure reliable, timely, and quality services					

**SECTION D: Relationships between supplier logistics management and operational performance of manufacturing firms**

<b>Statements</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Not sure</b>	<b>Strongly Agree</b>	<b>Agree</b>
Logistics is an important component of supply chain management					
Logistics involves the integration of the production and delivery of a product or service in order to ensure efficient and effective management					
To compete at the supply chain level, manufacturers must adopt a supply chain management strategy					
With Supply Chain Management, you can lower operational expenses with timelier planning for procurement, manufacturing and transportation					
Many organizations in supply chains-particularly those that haven't been enhanced with a supply' chain application - are plagued delays that can result in poor relationships and lost business					
Supply chain quality management has been recognized as one of the most important to respond rapidly, correctly, and profitably to market demands					
Members of the supply chain network must maintain and sustain customer driven culture and offer the right product in the right place at the right time and at the right prices					