

**THE CONSTRAINTS OF PROCUREMENT IN PRIVATE ORGANIZATIONS:
WITH: A CASE STUDY OF UGANDA CHRISTIAN UNIVERSITY**

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**UGANDA CHRISTIAN
UNIVERSITY**

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DECLARATION.

I, KIRUNDA MEDY, REG NO: S21B12/028, do hereby declare that this research report has never been published by any other person and so is purely done by myself with a close guidance of my academic supervisor.

NAME: KIRUNDA MEDY

DATE: 17th /09/2024

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APPROVAL.

This research report has been submitted by KIRUNDA MEDY OF REG NO: S21B12/028 with my approval as an academic supervisor.

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A handwritten signature in blue ink, appearing to be 'KATONO ISAAC', written over a horizontal line.

DEDICATION.

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

ACKNOWLEDGMENT.

I could not have completed this research successfully without your help, love, and support from the team of Uganda Christian University. My sincere appreciation goes to the school of Business and its staff for their help and tirelessly support in line with research. I would like to thank my academic supervisor in a special way DR. KATONO ISAAC from the school of business for the time he undertook to guide me through research work and encouragement he rendered right from the beginning. I also want to acknowledge Uganda Christian University-Mukono for having research exercise as part of my academic training while undertaking my bachelor's degree of procurement and logistics management. In a special way I appreciate Mr. Nkuutu Ahmed and Mrs. Janat Nkuutu for the Financial support ranging from tuitions to upkeep money that have enabled me accomplish this level of my academic journey and in building my career successfully not forgetting Mr. Duncan Tumuhameye, Mr. Muloosi Pascal and Mrs. Tumuhameye Comfort and Mr. Tusiime Nickson (Fisher) lecturers at Uganda Christian university Mukono and others for their support spiritually, physically, emotionally and socially, I cannot thank you all enough.

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LIST OF ABBREVIATIONS.

UCU	-Uganda Christian University
FDA	-Food and Drug Administration
RoHS	- Restriction of Hazardous Substances
Dodd-Frank Act	- Dodd-Frank Wall Street Reform and Consumer Protection Act

ABSTRACT.

Using Uganda Christian University as a case study, this study looked at the limitations impacting procurement procedures in private companies and how they affect operational effectiveness. The study focused on budgetary limitations, organizational design, and regulatory compliance. Budgetary restrictions were observed to frequently result in trade-offs between cost and quality, which had an impact on decision-making and procurement schedules. It was discovered that the organizations decentralized procurement procedures contributed to delays and inefficiencies. In addition, it was observed that delays were introduced by legal compliance and regulatory requirements because of the stringent documentation and approval procedures. The study aimed at identifying these constraints and evaluate their impact on procurement performance to suggest ways to improve procurement practices. Using a cross-sectional design, the study combined quantitative and qualitative methods, gathering data through questionnaires, interviews, and observations from a sample of 44 employees out of a total population of 655, selected via stratified sampling. Primary data was collected through direct observations and structured and semi-structured interviews. The study ensured validity by maintaining a Content Validity Index (CVI) of at least 0.70 and upheld reliability through consistent data analysis methods. In chapter four, the data collected is presented, analyzed, and interpreted using tables, pie charts, and bar graphs. Key findings reveal that budgetary limitations lead to compromises in procurement quality and efficiency, while the organizational structure affects the implementation of strategic procurement initiatives. Although regulatory compliance is crucial, it adds to delays and inefficiencies. The study's significance lies in its potential to improve cost efficiency and procurement practices at Uganda Christian University, offering insights that could lead to substantial savings and enhanced organizational outcomes. The research is geographically focused on Uganda Christian University's main campus in Mukono, Uganda, and spans a period of three months. Anticipated limitations include respondent availability and potential reluctance to share information, which will be managed through careful planning and confidentiality assurance

CHAPTER ONE.

1.1 INTRODUCTION.

This chapter consists an overview of the research problem, such as the background of the study, historical background of the organization, statement of the problem, and objectives of the study conceptual framework, and scope. The researcher further clarified the significance of the study together with its limitations.

1.2 BACKGROUND OF THE STUDY.

This section comprises of the historical background, theoretical, and conceptual background as indicated below.

1.2.1 HISTORICAL BACKGROUND.

Procurement is a fundamental component of supply chain management that involves the acquisition of goods, services, or works from an external source. The procurement process allowed organizations to acquire the necessary resources in the correct amounts, at the appropriate time, and at a reasonable cost, helping them achieve their operational and strategic goals (Handfield, 2020). The idea of procurement underwent substantial change over time. Early procurement initiatives were planned by kings in ancient civilizations like Egypt and Mesopotamia in order to erect enormous structures and oversee vast areas (Dobler & Burt, 1996). Procurement became more structured during the Industrial Revolution as companies tried to manage their expanding operational scale and the increased complexity of supply chains (Monczka et al., 2020).

In private enterprises, procurement was a complicated process that was necessary to meet strategic objectives and preserve operational effectiveness. Nevertheless, a number of obstacles frequently stood in its way, such as internal organizational problems, external market conditions, legal requirements, and technological difficulties (Monczka et al., 2020).

Numerous studies, frequently concentrating on particular places or regions, looked at the barriers affecting procurement in private firms. For instance, Handfield's et al. (2015) investigated how limitations impacted procurement efficiency budget. Their findings indicated r

That restricted budgets often forced procurement managers to compromise between cost and quality, leading to less-than-ideal sourcing decisions. The study underscored the importance of strategic budget allocation to address these constraints.

Another study by Cousins et al. (2006) analyzed how organizational structure influenced procurement performance. They discovered that decentralized procurement structures often resulted in inefficiencies and poor coordination, while centralized structures improved control and efficiency. The study suggested that adopting a hybrid structure could balance flexibility and control effectively.

Procurement was a crucial aspect of any project and could determine its success or failure. However, various constraints, such as budget limitations, supplier issues, and others, often posed challenges throughout the procurement cycle. Because of its complexity, navigating procurement constraints could be challenging. It was important to recognize common challenges that could affect the success of private organizations to ensure positive outcomes. These challenges included insufficient resources, tight budgets, poor communication among stakeholders, and unrealistic deadlines. Project managers needed to identify these issues early and take proactive steps to address them to avoid jeopardizing the future success of any private organization.

1.3 STATEMENT OF THE PROBLEM.

Procurement was essential to the operational efficiency and strategic success of private organizations. Despite its importance, procurement often faced various constraints that hindered its effectiveness and efficiency. These constraints included budget limitations, organizational structure and culture, shortages of skilled personnel, market fluctuations, and issues with supplier reliability, regulatory compliance, and challenges in technological integration. These factors significantly affected procurement's capacity to deliver value. Understanding these constraints was key to developing strategies to reduce their impact and improve procurement performance (Straube, Pfohl, & Wieland, 2015).

The challenges affecting procurement in private organizations were complex and created significant obstacles to achieving operational efficiency and strategic objectives. Addressing these challenges required a clear understanding of their impact and the creation of specific strategies to minimize them (Trent & Roberts, 2021). By improving budget allocation, optimizing

organizational structures, investing in skilled staff, managing market volatility, ensuring the reliability of suppliers, complying with regulations, and integrating advanced technologies, private organizations could enhance their procurement processes and achieve better results (Walker & Brammer, 2009).

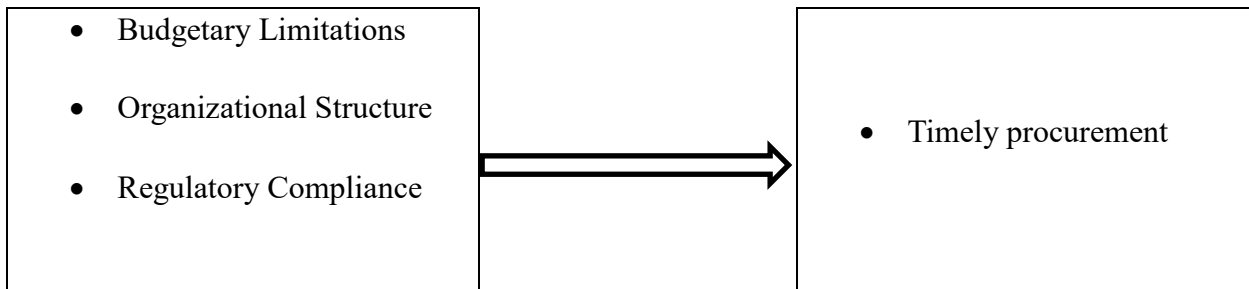
1.4 CONCEPTUAL FRAMEWORK.

Independent variable

Dependent variable

Constraints in procurement

Private organisation



1.5 OBJECTIVES.

1.5.1 GENERAL OBJECTIVE.

- To analyze the Constraints in Procurement at Uganda Christian University.

1.5.2 SPECIFIC OBJECTIVES.

- To found out the impacts of Budgetary Limitations on timely procurement at Uganda Christian University.
- To assess how Organizational Structure influences timely procurement at Uganda Christian University.
- To establish the relationship between regulatory compliance and timely procurement at Uganda Christian University.

1.6 RESEARCH QUESTIONS.

In this study the specific research questions are as follows;

- (i) What are the impacts of Budgetary Limitations on timely procurement at Uganda Christian University?
- (ii) How dose Organizational Structure influence timely procurement at Uganda Christian University?

- (iii) What is the relationship between regulatory compliance and timely procurement at Uganda Christian University?

1.7 SCOPE OF THE STUDY.

1.7.1 CONTENT SCOPE.

The study concentrated on the Constraints in Procurement on Private Organizations. The Constraints in Procurement were investigated in terms of Budgetary Limitations, Organizational Structure and Culture, and Lack of Skilled Personnel, and the impacts on Private Organizations were determined concerning compromises in quality, impeded the implementation of strategic procurement initiatives, and imperfect procurement decisions and practices.

1.7.2 GEOGRAPHICAL SCOPE.

The study was conducted at Uganda Christian University main campus, in the town of Mukono, approximately 25 kilometers (16 miles) by road, east of Uganda's capital city, Kampala, on the Kampala-Jinja Highway. Uganda Christian University was selected for this study because it was among the private organizations that encountered the constraints in procurement. In this regard, researching the organization provided various measures through which private organizations could mitigate these constraints in procurement.

1.7.3 TIME SCOPE.

The research took a period of 3 months to ensure that this research was conducted correctly, effectively, and efficiently, as stipulated by the university.

1.8 SIGNIFICANCE / JUSTIFICATION OF THE STUDY TO THE ORGANISATION.

- **Cost Efficiency.** Constraints in procurement can significantly affect a company's cost structure. Effective management of procurement constraints can lead to substantial savings and improved profitability.
- **Supply Chain Resilience.** Constraints such as supplier reliability, geopolitical issues, and logistical challenges can impact the resilience of the supply chain. In a more globalized market, recognizing these constraints helped organizations develop stronger and more flexible supply chains, which ensured the continuation of operations even during disruptions

- **Quality Control.** Constraints in procurement affects the quality of the goods and services purchased. By examining these constraints, organizations could implement measures to maintain consistent in quality.
- **Compliance and Risk Management.** Regulatory restrictions and compliance requirements pose significant risks if not managed properly. Understanding these constraints can help organizations stay compliant with laws and regulations, avoiding legal issues and potential fines.
- **Innovation and Competitive Advantage.** Navigating procurement challenges create new ideas to address these issues so as to develop unique processes and solutions, gaining a competitive edge.
- **Sustainability and Corporate Responsibility.** Environmental and ethical constraints enhanced informed procurement decisions, Studying these constraints allowed organizations to align their procurement practices with sustainability goals, improving their corporate social responsibility and attracting environmentally consumers.

In a nutshell, by exploring procurement constraints in private organizations, researchers and practitioners could develop more efficient, resilient, and innovative procurement strategies that support long-term business success and sustainability.

CHAPTER TWO. LITERATURE REVIEW.

2.1. INTRODUCTION.

This chapter presents a reviewed literature about constraints in procurement on private organisations, focusing specifically on the following objectives;

- The impact of Budgetary Limitations on timely procurement of private organisations.
- How organizational structure hinder timely procurement of private organisations.
- The relationship between Constraints in Procurement and timely procurement of private organisations.

2.2. DEFINITION OF KEY VARIABLES.

2.2.1 BUDGETARY LIMITATIONS ON TIMELY PROCUREMENT.

Arrow smith et al. 2000 defines budgetary constraints in procurement as the financial restrictions that hinder an organization from acquiring its needs when it requires them. Stringent regulatory environments and limited financial resources contribute to these constraints. These constraints lead to delays and inefficiencies. Thai 2001 defines budgetary limitations on timely procurement as a financial barrier that restricts an organizations' procurement activities. According to Thai, these financial constraints delay the procurement of goods and services and, in turn, affect the overall efficiency and performance of an organization. Thai argues that the budgetary difficulties for both public and private organizations are the same, causing delays in the procurement process.

Ambe and Badenhorst-Weiss, 2012 add that budgetary constraints are a key determinant of the speed and efficiency at which procurement occurs. They say that under a strained budget, organizations are obligated to scale down operations so that it usually means delays in procurement activity and breeds inefficiency in an organization's operational capacity. Kakwezi.

Nyeko (2010) defines budgetary constraints as financial-related constraints that delay the procurement process of goods and services. He indicates that due to an inadequate budget, procurement cycles can take more time, which results in inefficiency in operations and reduced effectiveness of organizations. The study recommends that effective management of the budget and strategic plans can reduce the aforementioned challenges.

Thai (2001) holds great emphasis on the fact that budgetary constraints are one of the major reasons for delays in procurement throughout the world. The study shows that private organizations, though profit-based, equally suffer financial constraints as experienced by public organizations, hampering them to obtain procurement in a timely and cheaper manner. On the other hand, Ambe and Badenhorst-Weiss (2012) discuss some issues related to procurement in South Africa and find out that financial constraints cause prioritization problems which sometimes delays buying essential procurement needs. Benslimane et al. (2005) examine procurement problems in Moroccan private organizations and find that among the principal delay factors is related to budget constraints, which would mean a call for more efficient management of budgets by developing strategic procurement plans. Munywoki and Aduda 2015, investigated how budgetary constraints influence the performance of supply chains in Kenyan private manufacturing firms. The findings indicated that financial constraints do lead to significant delays in procurement, which causes a disruption of operational efficiency and increases costs. Kakwezi and Nyeko 2010 also covers procurement in Ugandan private organizations, and it is reported that this aspect of budget constraints prolongs the procurement cycles of an organization, hence hindering its effectiveness.

Timely procurement is the acquisition of goods and services at the right time to meet organizational needs on time, avoiding delays or disruptions. Various authors have different views on timely procurement, emphasizing efficiency, strategic fit, and operational efficiency.

According to Monczka, Handfield, Giunipero, and Patterson, 2016, timely procurement refers to an aspect of supply chain management whereby materials and professional services are delivered at the right time whenever needed to avoid production delays. They argue that effective timing of procurement requires knowledge of lead times, market conditions, and the capability of suppliers. In this regard, organizations should optimize procurement activities to meet production schedules and forecasted demand to avoid expensive downtimes and ensure continuity of activities.

Lysons and Farrington (2016) have also suggested that timely procurement deals with procurement activities in line with the strategic objectives of an organization. These place great emphasis on strategic sourcing whereby procurement decisions offer support to long-term goals and react to market trends. This approach, therefore, requires proactive planning, market analysis, and good supplier relationship management to make sure of the timely availability of the right materials, hence enhancing competitiveness and adaptability.

Kraljic 1983, in turn, proposes a strategic approach to timely procurement through his Purchasing Portfolio Matrix. He states that organizations need to classify their purchases according to risk and profit impact and develop procurement strategies for them. For high-risk high-impact items, timely procurement involves close collaboration with suppliers, long-term contracts, and continuous market monitoring. In the case of low-risk low-impact items, routine would work just fine. This matrix helps the organizations to prioritize procurement efforts towards ensuring critical materials are available when needed.

From the reviewed literature, it is evident that there is a consistent theme in the global, African, East African, and Ugandan contexts that budgetary constraints are one of the leading deterrents to timely procurement in private organizations. This retarded process, in turn, affects efficiency and increases organizational costs. In this regard, organizations have to streamline their processes in terms of budgeting, strategic planning, and procurement.

2.2.2 ORGANIZATIONAL STRUCTURE ON TIMELY PROCUREMENT.

According to, Akrani, G. 2011. Organizational structure refers to the norms, rules, policies formed by the company to achieve the objectives. An organizational structure defines the attitude, policies, framework, strategies and moral values which ultimately creates the work/ organizational culture. Organizational structure is the method by which a company manages its operations and hierarchy of authority. It defines the roles, communication channels, line of authority, rules etc. within the company. The organization chart mostly takes the form of a pyramid, with top management at the very top of the pyramid structure composed of a president or chief executive officer, according to Chand, S. (n.d.), Modern Management Theory.

Jones (2013) also observes that organizational culture is both influenced by and influences organizational structure. Structure provides the formal boundaries through which culture operates, while culture influences how individuals view and engage with these structural elements. For example, a highly centralized structure may lead to a controlling and conformist culture, while a decentralized organizational structure can lead to an innovative and autonomous culture. This interrelationship suggests the ways in which structure and culture combine to influence organizational behavior and performance.

Daft believes that a structure should not be static; instead, it needs to evolve over time internally and externally when such forces may demand. The spur to change the structure comes from market

changes, technology, and growth. Organizations should, according to him, be agile and adapting, continuously reassessing and changing their structures in order not to lose competitiveness. The dynamic point of view insists on continuous development of an organization and strategic planning as the main elements for sustaining an effective structure.

Organizational culture refers to the shared values, beliefs, and norms that guide the thinking, feeling, and actions of individuals in an organization. The most concise definition of culture by Schein is anything "a pattern of shared basic assumptions learned by a group as it solves its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think and feel". Culture is manifest in forms of language, rituals, symbols, and stories, and has a significant bearing on organizational effectiveness and employee satisfaction.

Organizational culture is divided into four parts, including clan, adhocracy, market, and hierarchy. Each of these parts represents different kinds of values and leadership qualities. Clan culture focuses on a collaborative environment and family-like relationships, while market culture is very competitive, with an emphasis on the satisfactory achievement of measurable goals. Understanding the cultural archetypes helps leaders make a diagnosis of the culture their organization has and apply strategies that will align it with their strategic objectives.

Kotter and Heskett (1992) go on to argue more precisely that organizational culture has a strong influence on performance. They distinguish between adaptive cultures, in which change and innovation can be accommodated, and unadaptive cultures, which resist change and hold on to traditional ways. They find that organizations in adaptive cultures generally achieve more success since they are able to respond to the changes going on around them and also to any competitive pressures. Such adaptability is seen as basic to long-term viability and growth.

In brief, although organizational structure represents how organizations are formed, directed, and it provides the model which guides the activities to accomplish goals, culture outlines the values and way of behavior that determine performance. Both factors tend to be dynamic and interrelated, requiring constant consideration and change to keep in harmony with the developing needs and circumstances of the organization. The grasping of concepts from various theoretical standpoints provides valuable insights to manage organizations effectively.

2.2.3. REGULATORY COMPLIANCE ON TIMELY PROCUREMENT.

Regulatory compliance refers to the necessity of organizations to adhere to and comply with the set laws, regulations, guidelines, and specifications pertinent to their business operations. These concepts are critical in every field of business; hence, organizations are obligated to ensure their purchasing activities are in line with the legal and regulatory requirements. Regulatory compliance has had a great bearing on timely procurement and has often brought about problems in private organizations.

Regarding this, Bendoly and Stratman (2007) define regulatory compliance as the process that companies use in ensuring that their operations match external laws and internal policies. These authors indicate that in procurement, some of the causes of delay emanate from the requirements on compliance. Requirements for compliance make transactions slow because there is a need to have extensive documentation and approval processes. For instance, they indicate that pharmaceutical industries have delays in procurement because of some stringent regulations by the FDA that demands strict validation of suppliers and materials.

Hugos 2018 reinforces that regulatory compliance is a part of supply chain management whose extension to procurement ensures that all merchandise bought meets safety, quality and ethical standards. He writes down that the scrutiny involved in meeting such standards slows down purchase processes. For example, in the electronic industry, environmental regulations like RoHS can result in longer lead times due to increased testing and certification requirements.

Regulatory compliance, Murphy and Knemeyer (2014) discuss this also within the context of logistics and supply chain management. Most are added steps within the procurement process in which the procurement timeline is delayed by such processes as auditing suppliers for compliance.

This state that the Dodd-Frank Act requires companies to verify that their suppliers do not use a conflict mineral; this again adds to the complexity and time of the procurement process.

Monczka and Patterson (2015) go in deep to explain how regulatory compliance affects global sourcing. It is claimed by the authors that international procurement is more prone to facing delays, especially because of different requirements of compliances relating to various countries. These point out that the automotive industry faces appreciable delays while sourcing components globally because of safety and environmental regulations that differ across markets.

Cousins, Lamming and Squire, 2008 focus more on strategic impacts due to regulatory compliance in procurement. They write that sometimes compliance can come in conflict with the efficiency and speed objectives. For example, the food industry implements strict health and safety regulations which delay the procurement of items to be bought, leading to higher costs and probable spoilage.

Besides, Van Weele (2018) points out another complexity which regulatory compliance adds to the procurement process. He says that most of the regulatory compliances require long documentation and verification processes hence delays in procurement activities. He gave the example of the aerospace industry, where aviation safety regulations need to be complied with and therefore suppliers and materials have to be scrutinized with much care, hence longer lead times in the procurement process.

Ellram and Cooper, 2014 add that steps must be taken to achieve the regulatory compliance in procurement, which adds to procurement costs and lead times. The cited authors further illustrate it using the health industry example, where the compliance with medical device regulations presupposes a great deal of testing and certification, in such a way delaying the procurement of essential medical supplies.

2.5 SUMMARY.

The above chapter expounds on the various theories that relate the independent and dependent variables. Budgetary limitations, organizational structure, and regulatory compliance were considered to be factors that greatly hindered timely procurement in private organizations, entailing latencies, inefficiencies, and increased costs. Budgetary limitations strain the financial resources and thus delay the various procurement activities and thereby impact organizational efficiency. Quite often, these financial constraints result in the forcing of the organization to prioritize spending, thus delaying the much-needed Procurement actions. Similarly, regulatory compliance requires adherence to laws and standards calling for heavy documentation and approval processes. This causes significant delays in procurement, given the great amount of care required in scrutiny and validation to achieve regulatory standards. Measuring such constraints would include the assessment of lead times in procurement, costs in compliance, and conformity of procurement activities against the goals of the organization and market conditions. Overcoming

such challenges also requires improvement in budget management, strategic planning, and adherence to the regulatory requirements.

CHAPTER THREE.

RESEARCH METHODOLOGY.

3.1 INTRODUCTION.

This chapter covers the methods used to collect data for research. It explores detailed explanation of the proposed research design, the target population of interest, the sample and sampling methods, research tools, data collection steps, data analysis, and presentation. This research methodology outlines the overall plan for obtaining research findings through data collection, analysis, and presentation.

3.2 RESEARCH DESIGN.

The study utilized a cross-sectional research design, meaning that data was gathered from participants at a single moment in time without repetition. The approach was chosen due to its efficiency of time and cost saving and it also gave useful conclusions in the form of statistics and in-depth details about the study (Patrik & Ugo, 2019).

The study adopted both qualitative and quantitative methods. Under the quantitative aspect, questionnaires were distributed to be filled by the respondents and the data collected was analyzed using proceedings and presented in narrative quotations. The qualitative approach aimed at collecting detailed information using interview guides, with the data being analyzed and then presented in a table or figures. This qualitative method enhanced a deeper understanding of the variables under study (Leedy & Ormrod, 2013).

The study adopted both qualitative and quantitative approaches. Under the quantitative methods the researcher used questionnaires that were to be filled by respondents and she analyzed the data using proceedings and then presented the data in narrative quotations. The qualitative method focused on collecting in-depth information where data was collected using interview guides, analyzed using Microsoft excel and then presented in a table or in figures. The qualitative approach facilitated in depth understanding of the variables (Leedy & Ormrod, 2013).

3.3 AREA OF STUDY.

The study focused on the constraints of procurement in private organizations, with a case study of Uganda Christian University, because it is one of the organizations in Uganda that implements procurement in its functions to improve on its services to the stakeholders.

3.4 STUDY POPULATION.

Kothari et al. (2017) defined the target population as all real or hypothetical members, people, events, or subjects that the researcher wished to generalize their result findings to. This section of the research portrayed the particular group of respondents that the researcher was interested in for the study. Uganda Christian University (UCU) had 655 employees from different departments according to the HRM report of 2023, and these were included in the study as the target population. This comprised employees in different departments like administration, procurement & logistics, accounts & finance, IT departments, among others.

3.5 DATA COLLECTION SOURCES.

3.5.1 PRIMARY SOURCES.

According to (James D. Lester, *The Research Paper Handbook*, 2nd ed., Chicago: Scott, Foresman and Company, 1987), primary sources are original materials that are closest to the information or event being studied, such as original research data, diaries, letters, interviews, observations, surveys, and experiments. Using primary sources allowed researchers to: get closer to the original event or phenomenon, reduce the risk of bias or interpretation, gain a more nuanced understanding of the topic, and develop a more authentic and reliable argument (Justification from: Alan Booth, et al.).

3.5.2 SECONDARY SOURCES.

According to (Definition from: James D. Lester, *The Research Paper Handbook*, 2nd ed., Chicago: Scott, Foresman and Company, 1987), secondary sources are materials that are one step removed from the original source of information, such as textbooks, articles, books, documentaries, websites, encyclopedias, histories, critiques, and analyses. A researcher would choose to use secondary sources for collecting data because they provide an interpretation or analysis of primary

sources, offer a broader perspective or overview of a topic, provide context and background information, help identify patterns and trends, save time and effort in researching a topic, and provide access to information that may be difficult to obtain from primary sources.

3.5.3 SAMPLE SIZE.

Singh (2007) defined sample size as a finite part of a statistical population whose properties are used to make estimates about a population as a whole. For this research study, a cross-section of individuals was selected to draw research responses that gave a true picture of the research phenomena. With regard to the sample size, the researcher selected 44 employees as the sample of respondents from a population of 50 according to Slovin's formula as shown below.

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

“n” is sample size,

“N” is population,

“e” is error (0.05) or level of confidence 95%

“N” (population) = 100 employees of Uganda Christian University.

$$n = \frac{50}{1 + 50(0.05)^2}$$

$$n = \frac{50}{1 + 50(0.0025)}$$

$$n = \frac{50}{1 + (0.125)}$$

$$n = \frac{50}{1.125}$$

n = 44 employees

Therefore the sample size will be 44 respondents

3.5.4 SAMPLING METHODS.

The study was carried out using the stratified sampling method, whereby samples were selected from the departments of Uganda Christian University, which included administration, procurement & logistics, accounts & finance, IT departments, among others. This was due to their convenience with the topic and area under study, and they were expected to represent each element in the population. This method helped reduce the costs of collecting and analyzing data.

3.6 DATA COLLECTION METHODS/INSTRUMENTS.

3.6.1 OBSERVATION METHOD.

The researcher used observation as a systematic method of data collection involving careful watching and recording of behaviors, events, or characteristics within a specific context. It could be structured, unstructured, participant, or non-participant. This method involved defining clear objectives, selecting appropriate settings, developing a plan, conducting the observation, analyzing the data, and reporting findings. It offered the advantage of direct data collection, providing contextual understanding, capturing non-verbal information, studying behavior in natural settings, and supplementing other methods, all while being flexible to new insights that enhanced the depth and validity of research findings.

3.6.2 QUESTIONNAIRE.

The researcher used both closed-ended and open-ended questionnaires in the study. Closed-ended questions were used because they were easy and quick to answer and helped improve the consistency of the responses. Open-ended questions were also used because they did not place any limits on the response, which meant that the survey respondents were able to tell the researcher anything they felt was relevant and anything they wanted the researcher to know. The questionnaires were administered to the employees of Uganda Christian University in the selected departments. A five (5) Likert scale where; 5 (Strongly Agree), 4 (Agree), 3 (Not Sure), 2 (Disagree), 1 (Strongly Disagree) was used on the self-administered questionnaires.

3.6.3 INTERVIEW GUIDE.

The interview guide, on the other hand, was used to obtain data from key informants comprising mainly the managing director, IT officer, logistics officer, stores manager, and procurement

manager of Uganda Christian University, since they were the ones responsible for implementing procurement practices to achieve timely item purchases in their operations. The interview guide comprised semi-structured questions meant to get an in-depth analysis from the respondents about the study. The use of the interview guide provided room for in-depth analysis of the actual situation prevailing in the company. The information obtained from this source was used for validation of that obtained from other primary sources.

3.6.4 DATA COLLECTION PROCEDURES.

A letter of introduction was collected from the School of Business as permission to collect data from Uganda Christian University.

3.7 VALIDITY.

According to Somekh and Cathy (2005), validity is the degree by which the sample of test items represents the content the test is designed to measure. Validity of research instruments ensures the scientific usefulness of the findings arising from data collection (Williams, 2016). The researcher also ensured that the right questions for the study were guided by the objectives and, in addition, computed the content valid index (CVI). The researcher used the following formula to establish the validity of the research instruments as seen below.

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

If the CVI is equal to or greater than the recommended 0.70 (Kent, 2001), this will imply that the questionnaire is valid for data collection.

3.7.1 RELIABILITY.

Reliability sought to establish whether an assessment instrument gave the same results each time it was used in the same setting with the same type of subjects, and thus it essentially meant consistent or dependable results (Wildemuth, 2016). The researcher used coding information, pie charts, and bar graphs to ensure the reliability of data.

3.8 LIMITATIONS AND DELIMITATIONS OF THE STUDY.

- During the study, the researcher anticipates a problem of not finding all respondents in the time of the study due to them being too busy with the organization work. The researcher however plans an appropriate time table with the top company managers that favorably suited all the respondents during the process of data collection for reliable and valid information.
- Most libraries are not able to get copies of old and new Acts/Rules, reports and government publications in time and therefore the researcher may be limited to only old reports and books since the library books are not updated. The researcher may help in informing the libraries on where they can easily get copies of the articles.
- Most organizations fear that the material supplied by them to researchers will be misused and as such they are often reluctant to supply the needed information to researchers. There shall be need to first of all generate the confidence that the information obtained from the business unit will not be misused. Some respondents also fear or suspect that the information they give out will be used against them. This shall be overcome by the researcher first of all creating a good rapport with the respondents and convincing them that the information will be treated with all the confidentiality it deserves. The researcher will also provide an authorization letter from the University to ensure confidentiality.

CHAPTER FOUR.

PRESENTATION AND INTERPRETATION OF RESULTS.

4.1 INTRODUCTION.

This chapter presents and interprets findings of analysis that has been done to look at the specific objectives of the study and in relation to the reviewed literature. The study was carried out using questionnaires with the management and employees of Uganda Christian University. The findings are presented with the help of tables and figures for purposes of clarity and interpretation. The chapter begins with the response rate, then the background information of the respondents, followed by presentation of the objectives.

4.1.2 RESPONSE RATE.

Table 3: Response rate for questionnaires

Response Rate	Sample Size	
	Frequency	Percentage (%)
Received	32	73
Non Response	12	27
Expected Response	44	100.0%

Source: *Primary data*

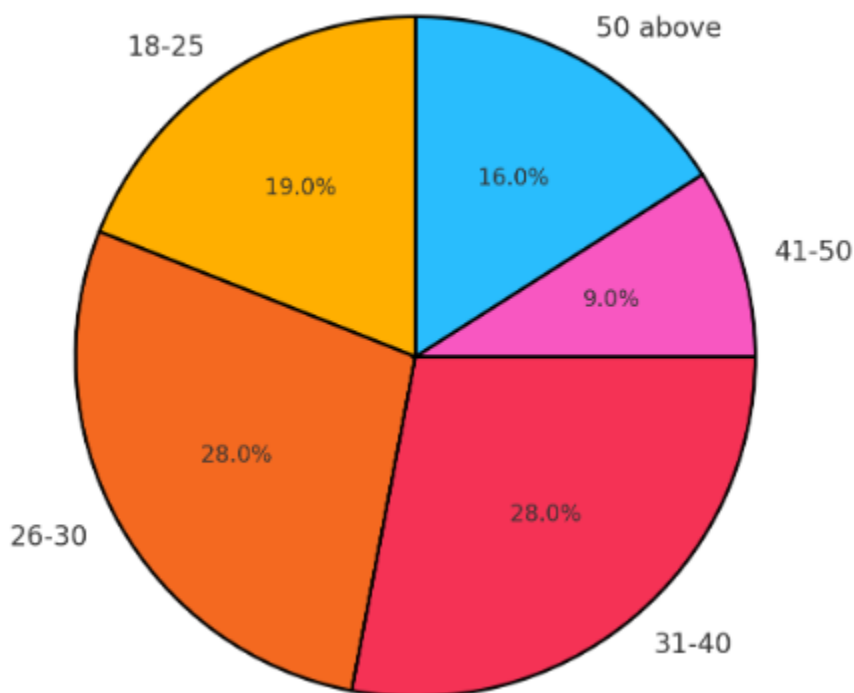
According to table 1 above a total of 44 (100%) respondents who are management and employees of Uganda Christian University were expected to respond to the questionnaires, however, 32 (73%) responded to the questionnaires leaving out 12 (27%). According to Ahuja (2009), a response rate of 70% is excellent, 60% is good and 50% is adequate for analysis. Thus the response rate of 73% was considered reliable and appropriate for the study. The reason as to why the researcher was unable to collect from all the respondents was because there was limited time to collect data since the researcher had to beat the deadline of dissertation submission yet some of these respondents were delaying to give response.

4.1.3. AGE BRACKET OF RESPONDENTS.

Table 2: Age bracket of the respondents

YEARS	FREQUENCY	PERCENTAGE (%)	CUMMULATIVE (%)
18-25	6	19	19
26-30	9	28	47
31-40	9	28	75
41-50	3	9	84
50 above	5	16	100
TOTAL	32	100	

Source: *Primary data 2024*



Interpretation. Results in the table 2 above, the data revealed that, previously, the majority of respondents (28%) at Uganda Christian University fell within the 26-30 age bracket, indicating a significant presence of young adults, followed by 19% who were between 18-25 years old, suggesting a notable presence of younger students or recent graduates. Additionally, 16% of respondents were aged 50 and above, likely comprising more experienced faculty members or

staff, while the minority (9%) were between 41-50 years old. This diverse age distribution allowed for a balanced representation of perspectives, ensuring that the data collected was reliable and valid, and providing a comprehensive understanding of the topic under study within the context of Uganda Christian University. The varied age groups also likely brought different levels of experience, knowledge, and insight, enriching the data and enabling a more nuanced understanding of the research topic.

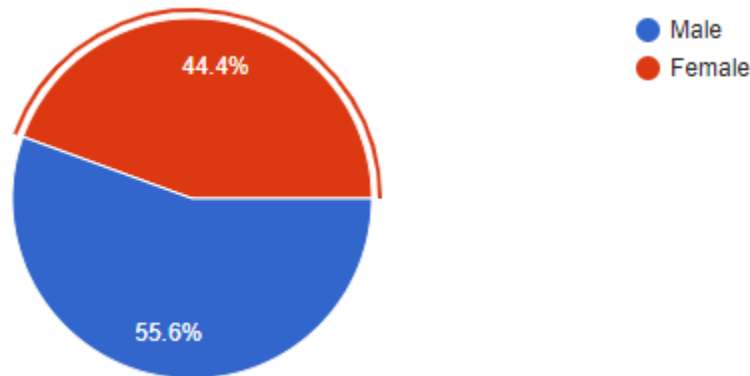
4.1.4. GENDER OF RESPONDENTS.

Table 3: Gender of the respondents

GENDER	FREQUENCY	PERCENTAGE (%)	CUMMULATIVE (%)
Male	14	44	44
Female	18	56	100
TOTAL	32	100	

Source: *Primary data 2024*

A pie-chart representing the gender of respondents.



Interpretation. Findings in the table 3 above revealed that, previously, at Uganda Christian University, the majority of respondents (56%) who participated in the study were female, indicating a significant female presence, while males constituted the minority (44%). This gender distribution suggests that more female students, faculty, or staff members were involved in the the questionnaires compared to their male counterparts, providing a unique perspective on the research topic. The higher representation of female respondents may have been due to various factors, such as a higher enrollment rate of female students or a greater interest in the research topic among

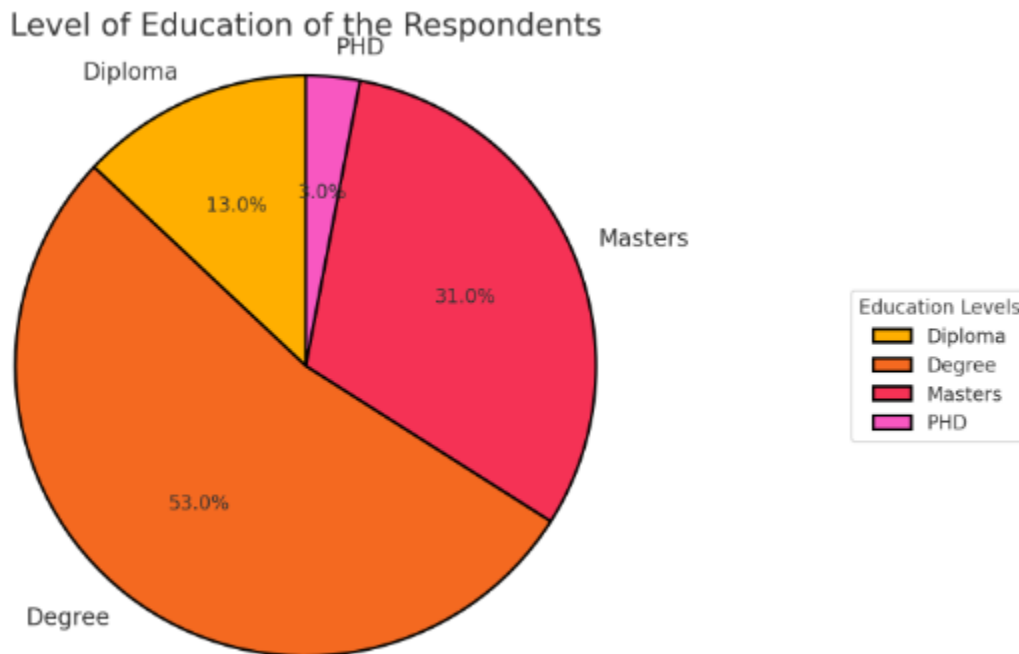
female staff and faculty members. Nonetheless, the inclusion of both male and female respondents ensured a diverse range of opinions and experiences, enriching the data and allowing for a more comprehensive understanding of the research topic within the context of Uganda Christian University.

4.1.5. THE LEVEL OF EDUCATION OF RESPONDENTS.

Table 4: level of education of the respondents.

LEVEL	FREQUENCY	PERCENTAGE (%)	CUMMULATIVE (%)
Diploma	4	13	13
Degree	17	53	66
Masters	10	31	97
PHD	1	3	100
TOTAL	32	100	

Source: *Primary data 2024*



Findings in the table 4 above, the data revealed that, currently, at Uganda Christian University, the majority of respondents (53%) held Bachelor's degrees, indicating a strong foundation in their respective fields, followed by 31% who held Master's degrees, suggesting a significant presence

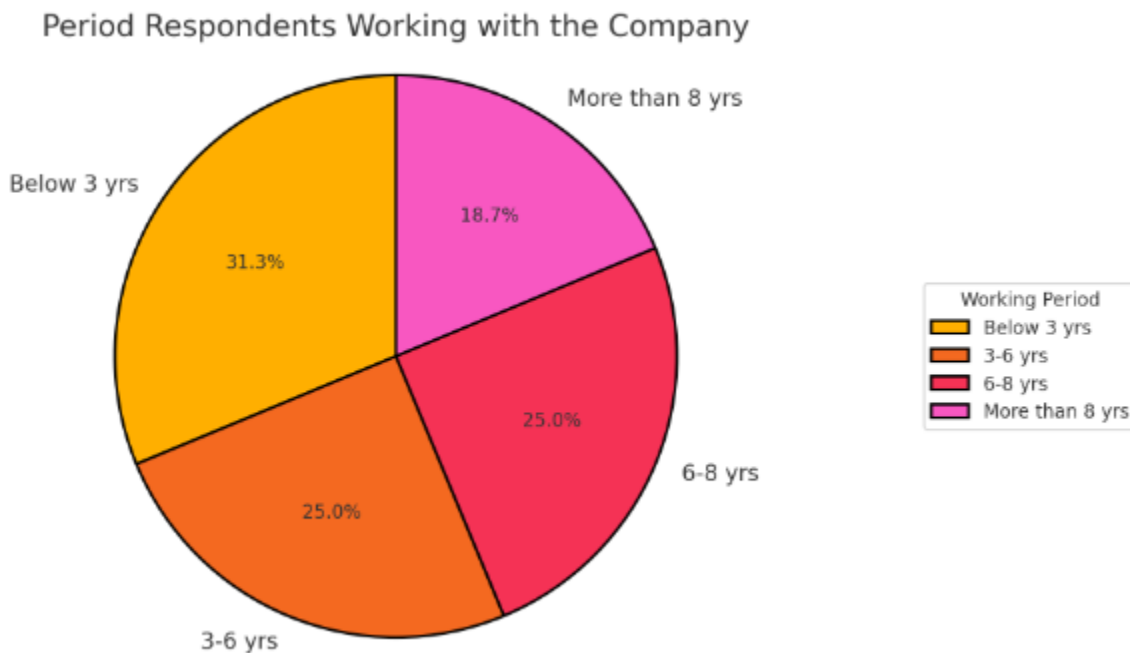
of advanced degree holders. Additionally, 13% of respondents held Diplomas, and a small but notable 3% held PhDs, demonstrating a range of educational backgrounds. This distribution suggests that the majority of respondents were qualified to provide informed responses to the questionnaires, given their varied levels of educational attainment. The presence of respondents with higher-level degrees, such as Master's and PhDs, likely brought a depth of knowledge and expertise to the study, while the inclusion of Diploma holders added a practical perspective, collectively ensuring a comprehensive understanding of the research topic within the context of Uganda Christian University.

4.1.6. THE LENGTH OF SERVICE IN THE ORGANIZATION.

Table 5: Length of service respondents working with the organisation.

YEARS	FREQUENCY	PERCENTAGE (%)	CUMMULATIVE (%)
Below 3yrs	10	31.25	31.25
Btn 3-6 yrs.	8	25	56.25
6-8 yrs.	8	25	81.25
More than 8 yrs.	6	18.7	100

Source: *Primary data 2024*



Interpretation. Results in the table 5, at Uganda Christian University, the majority of respondents (31.25%) had spent less than 3 years working with the institution, indicating a significant presence of relatively new employees, followed by 25% who had spent between 3-6 years and another 25% who had spent 6-8 years, suggesting a notable presence of employees with some experience. However, only 18.7% of respondents had spent more than 8 years working with the university, indicating a relatively small group of long-serving employees. This distribution implies that most respondents lacked extensive experience working with the university, which may have limited the researcher's ability to gather deeply insightful and reliable data. The relatively short tenure of most respondents may have meant that they were still in the process of learning the university's systems and procedures, potentially limiting their ability to provide comprehensive and informed responses to the questionnaires. Nonetheless, the inclusion of respondents with varying lengths of service still provided a range of perspectives, allowing for a nuanced understanding of the research topic within the context of Uganda Christian University.

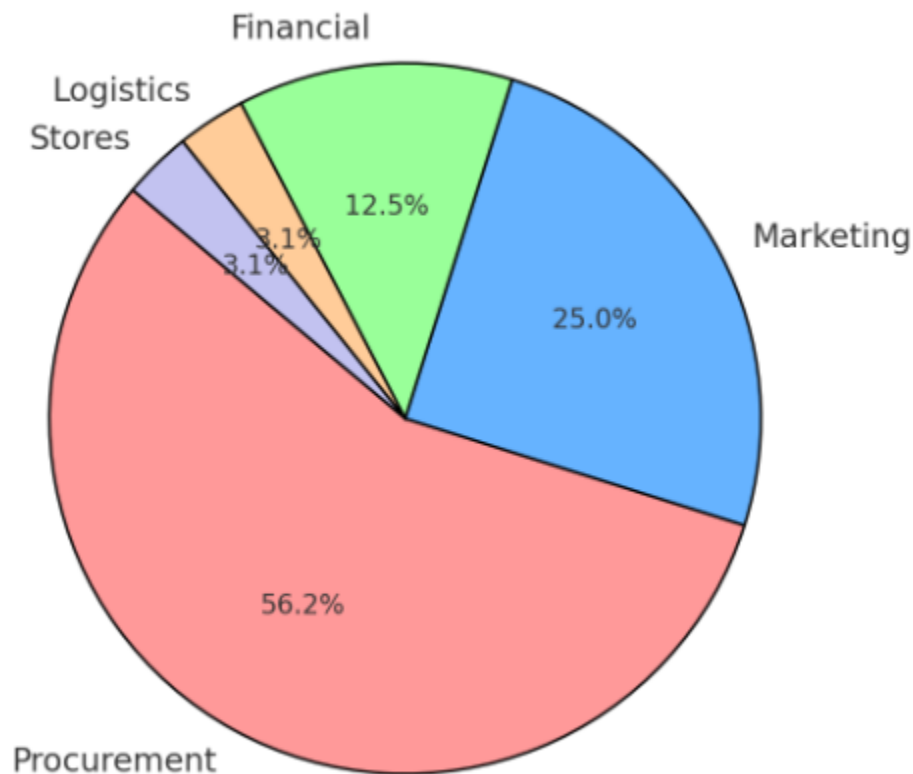
4.1.7. THE DEPARTMENTS IN WHICH RESPONDENTS BELONGS TO.

Table 6: department's respondents working with the organization.

DEPARTMENTS	FREQUENCY	PERCENTAGE (%)	CUMULATIVE (%)
Procurement	18	56.25	56.25
Marketing	8	25	81.25
Financial	4	12.25	93.5
Logistics	1	3	96.5
Stores	1	3	99.5
TOTAL	32	100	100

Source: *Primary data 2024*

A pie-chart showing department's respondents working with the organization.



Results in the table 6 above showed that, previously, at Uganda Christian University, the majority of respondents (56.25%) were from the Procurement department, indicating a significant presence of employees involved in acquiring goods and services, followed by 25% from the Marketing department, suggesting a notable presence of employees responsible for promoting the university's programs and services. Additionally, 12.25% of respondents were from the Finance department, 3% from Logistics, and 3% from Stores, indicating a smaller but still significant presence of employees involved in managing the university's financial resources, supply chain, and inventory. The participation of various departments enabled the researcher to collect a wide range of perspectives and insights, which helped to improve the validity and reliability of the data. This diversity also likely introduced different levels of expertise and experience, offering a more thorough understanding of the research topic within the context of Uganda Christian University. By gathering input from employees across different departments, the researcher obtained a more detailed understanding of the topic, which enhanced the credibility and broader applicability of the findings.

4.1.8 BUDGETARY LIMITATIONS ON TIMELY PROCUREMENT.

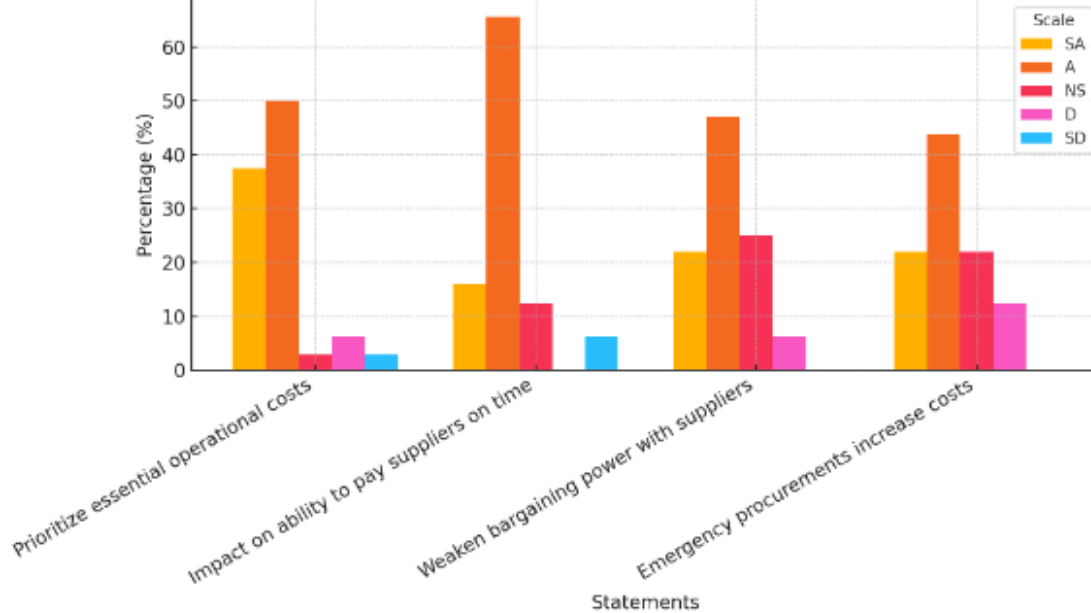
Table 7 summarizes respondents' responses on the impact of Budgetary Limitations on timely procurement at Uganda Christian University. Where; SA – Strongly Agree, A- Agree, NS – Not Sure, D – Disagree, SD – Strongly Disagree

Table 5: the impact of Budgetary Limitations on timely procurement at UCU.

Statements	Extent of agreement and disagreement				
	SA	A	NS	D	SD
	F (%)	F (%)	F (%)	F (%)	F (%)
Due to budget constraints, Uganda Christian University prioritizes essential operational costs over procurement, delaying non-urgent purchases and affecting efficiency.	12 37.5%	16 50%	1 3%	2 6.25%	1 3%
Budget constraints at Uganda Christian University impact its ability to pay suppliers on time.	5 16%	21 65.6%	4 12.5%	0 0%	2 6.25%
Budget constraints weaken the organization's bargaining power with suppliers, causing additional procurement delays.	7 22%	15 47%	8 25%	2 6.25%	0 0%
Emergency procurements increase costs and strain the budget, creating a cycle of delays and financial instability.	7 22%	14 43.8%	7 22%	4 12.5%	0 0%

Source: *Primary data, 2024*

Extent of Agreement and Disagreement on Budget Constraints at Uganda Christian University



Most respondents (87.5%) agreed that budget constraints led Uganda Christian University to prioritize essential operational costs over non-urgent purchases, which caused procurement delays and reduced efficiency. Only a small percentage (9.25%) disagreed, while 3% were unsure.

About 81.6% of respondents believed that budget limitations affected the university’s ability to pay suppliers on time, potentially harming supplier relationships. While 16% strongly agreed and 65.6% agreed, 12.5% were unsure, and 6.25% strongly disagreed.

A majority (69%) agreed that budget constraints weakened the university’s bargaining power with suppliers, leading to procurement delays. Among them, 22% strongly agreed, and 47% agreed, while 25% were unsure, and 6.25% disagreed.

Approximately 65.8% of respondents felt that emergency procurements, driven by budget constraints, increased costs and strained the budget, leading to a cycle of delays and financial instability. While 22% were unsure, 12.5% disagreed.

Overall, the data indicated that budget limitations significantly impacted timely procurement at Uganda Christian University by affecting spending priorities, payment schedules, bargaining power, and the need for costly emergency purchases.

4.1.8. HOW DOES ORGANISATION STRUCTURE INFLUENCE TIMELY PROCUREMENT AT UGANDA CHRISTIAN UNIVERSITY?

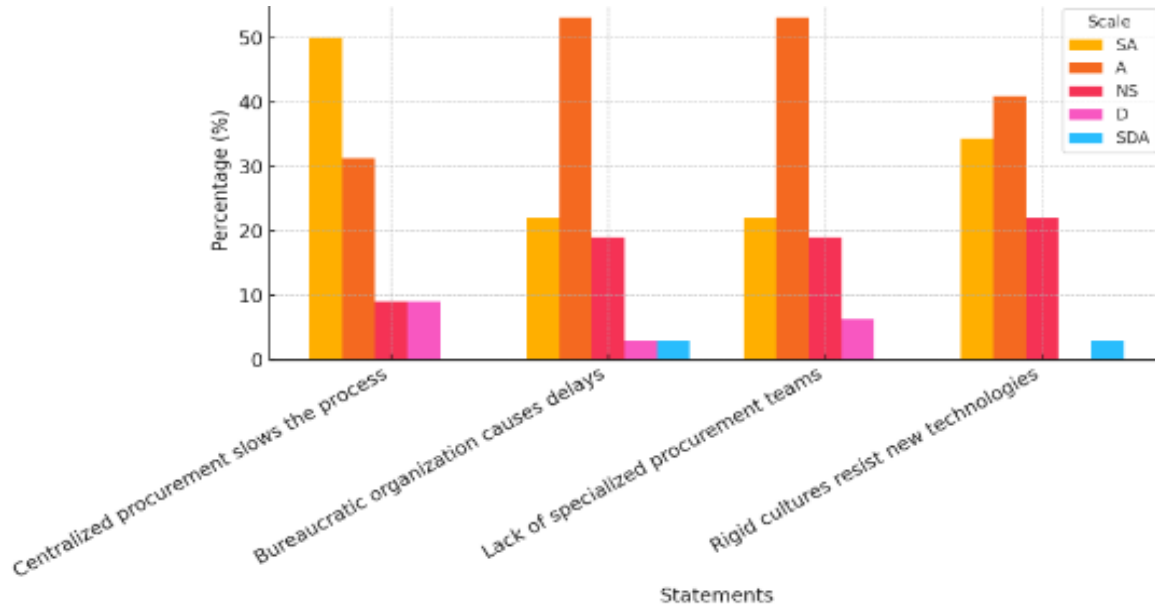
Apply a tick where applicable using the following key. Where; SA – Strongly Agree, A- Agree, NS – Not Sure, D – Disagree, SD – Strongly Disagree

Table 8 Table 8: how does organisational structure influence timely procurement at UCU?

Statements	Extent of agreement and disagreement				
	SA	A	NS	D	SDA
	F (%)	F (%)	F (%)	F (%)	F (%)
Centralized procurement slows the process due to bureaucratic layers and multiple approvals, delaying necessary acquisitions.	16 50%	10 31.3%	3 9%	3 9%	0 0%
Bureaucratic organization cause significant procurement delays due to multiple approval levels, hindering timely acquisition of essential items.	7 22%	17 53.1%	6 19%	1 3%	1 3%
Lack of specialized procurement teams and scattered responsibilities can cause inefficiencies and slower procurement due to a lack of focus and expertise.	7 22%	17 53.1%	6 19%	2 6.3%	0 0%
Rigid, risk-averse cultures resist new technologies, sticking to outdated methods and delaying adaptation to procurement needs and market conditions.	11 34.3%	13 41%	7 22%	0 0%	1 3%

Source: primary data, 2024.

A bar graph representing organisation structure influence timely procurement at Uganda Christian University.



A significant majority of respondents (81.3%) agreed that centralized procurement caused delays, with 50% strongly agreeing and 31.3% agreeing. Only 18% disagreed or strongly disagreed, and none were unsure. This indicated that centralized procurement was perceived as a major factor in slowing down acquisitions due to bureaucratic hurdles.

Most respondents (75.1%) agreed that bureaucratic structures led to procurement delays, with 22% strongly agreeing and 53.1% agreeing. A small percentage (6%) of respondents disagreed or strongly disagreed, while 19% were unsure. This indicated that the approval processes in a bureaucratic organization were considered a major obstacle to timely procurement.

A total of 75.3% of respondents agreed that not having specialized procurement teams and having responsibilities spread out led to inefficiencies and slowed down the procurement process. Among them, 22% strongly agreed, and 53.1% agreed, while 6.3% disagreed, and none strongly disagreed. This suggested that the lack of a dedicated procurement team and clear responsibilities was seen as a significant cause of procurement inefficiencies.

The data showed that 75.3% of respondents agreed with this statement, with 34.3% strongly agreeing and 41% agreeing. Only 22% were unsure, and 3% disagreed. This implied that a conservative and risk-averse culture was viewed as a barrier to adopting new technologies and adapting to evolving procurement requirements.

Overall, the responses reflected a consensus that centralized and bureaucratic procurement processes, lack of specialized teams, and resistance to new technologies significantly impacted procurement efficiency and timeliness.

4.1.9. THE RELATIONSHIP BETWEEN REGULATORY COMPLIANCE AND TIMELY PROCUREMENT AT UGANDA CHRISTIAN UNIVERSITY.

Where; SA – Strongly Agree, A- Agree, NS – Not Sure, D – Disagree, SD – Strongly Disagree

Table 9 the relationship between regulatory compliance and timely procurement at UCU.

Statements	Extent of agreement and disagreement				
	SA	A	NS	D	SD
	F (%)	F (%)	F (%)	F (%)	F (%)
Strict regulatory requirements slow down procurement by requiring extra time to ensure compliance.	14 43.8%	11 34%	6 19%	00 00%	1 3%
Extensive documentation for regulatory compliance can delay procurement due to time-consuming and verification processes	4 12.5%	22 68.7%	5 16%	1 3%	1 3%
Procurement processes needing multiple regulatory approvals can face delays, impacting timely acquisition of goods and services.	7 22%	13 41%	10 31.3%	1 3%	1 3%
Regular audits and inspections to ensure regulatory compliance can interrupt procurement activities.	9 28%	15 47%	6 19%	2 6.25%	00 00%
Navigating complex legal and regulatory requirements can slow down procurement as organizations must take extra steps to avoid extending the procurement timeline.	10 31.3%	10 31.3%	9 28%	2 6.3%	1 3%

Source: Primary data



According to the above table, most respondents (77.8%) agreed that stringent regulations caused delays, with 43.8% strongly agreeing and 34% agreeing. Only 3% strongly disagreed, and no one was unsure. A significant majority (81.2%) felt that the documentation process caused delays, with 12.5% strongly agreeing and 68.7% agreeing. Only 6% disagreed, and 16% were unsure.

Most respondents (63.3%) agreed that multiple approvals led to delays, with 22% strongly agreeing and 41% agreeing. About 31.3% were unsure, and 6.3% disagreed. A majority (75%) agreed that these compliance checks were disruptive, with 28% strongly agreeing and 47% agreeing. About 19% were unsure, and 6.25% disagreed.

Respondents were divided, with 62.6% agreeing that complexity in requirements led to delays, including 31.3% strongly agreeing and 31.3% agreeing. About 28% were unsure, and 6.3% disagreed

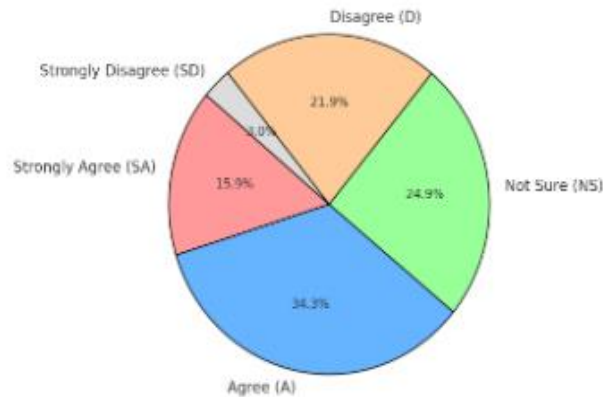
4.1.10 IN ALL, PROCUREMENT OF PHYSICAL GOODS AT UGANDA CHRISTIAN UNIVERSITY IS TIMELY.

Table 10 responses on timely procurement of physical goods at UCU.

Where; SA – Strongly Agree, A- Agree, NS – Not Sure, D – Disagree, SD – Strongly Disagree

Statements	Extent of agreement and disagreement				
	SA	A	NS	D	SD
	F (%)	F (%)	F (%)	F (%)	F (%)
In all, procurement of physical goods at Uganda Christian university is timely.	5 16%	11 34.4%	8 25%	7 22%	1 3%

Extent of Agreement and Disagreement on Timeliness of Physical Goods Procurement at Uganda Christian University



The data revealed that, previously, at Uganda Christian University, only a minority of respondents (16%) strongly agreed that the procurement of physical goods was timely, while a slightly larger proportion (34.4%) agreed, indicating a moderate level of satisfaction with the timeliness of procurement. However, a significant proportion of respondents were either unsure (25%) or disagreed (22%) that procurement was timely, with a small but notable percentage (3%) strongly disagreeing. This suggested that, in the past, the university's procurement process was not always efficient, leading to delays and uncertainty, which may have impacted the availability of necessary goods and services. The diverse opinions highlighted the need for the university to assess and optimize its procurement procedures to ensure timely delivery of physical goods, meeting the

needs of all stakeholders. Overall, the data suggested that Uganda Christian University's procurement process had not always been timely in the past, and there was a need for improvement to boost efficiency and effectiveness.

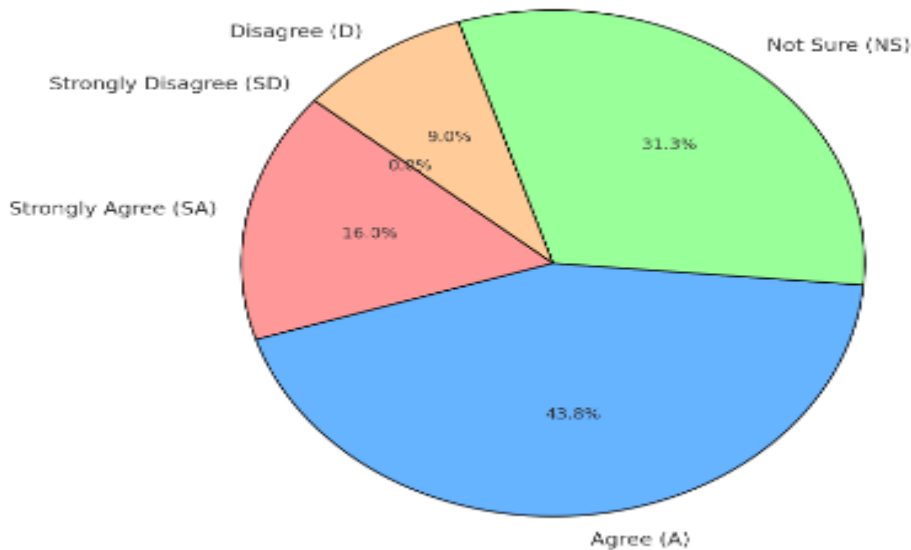
4.1.11 IN ALL, PROCUREMENT OF SERVICES AT UGANDA CHRISTIAN UNIVERSITY IS TIMELY.

Table 11 feedback on the timeliness of service procurement at UCU.

Where; SA – Strongly Agree, A- Agree, NS – Not Sure, D – Disagree, SD – Strongly Disagree

Statements	Extent of agreement and disagreement				
	SA	A	NS	D	SD
	F (%)	F (%)	F (%)	F (%)	F (%)
In all, procurement of services at Uganda Christian university is timely.	5 16%	14 43.8%	10 31.3%	3 9%	0 0%

A pie chart representing the above statistical data of responses.



The data showed that, previously, at Uganda Christian University, a minority of respondents (16%) strongly agreed that the procurement of services was timely, while a significant proportion (43.8%) agreed, indicating a moderate to high level of satisfaction with the timeliness of service procurement. Additionally, 31.3% of respondents were neutral, neither agreeing nor disagreeing, suggesting some uncertainty or mixed experiences. A small percentage (9%) disagreed that service procurement was timely, but no respondents strongly disagreed. This indicated that, in the past, the university's procurement of services was generally considered timely, with a majority (59.8%) either agreeing or strongly agreeing. However, the neutral and disagreeing responses suggest that some improvements were still necessary to ensure efficient and effective service procurement, meeting the needs of all stakeholders. Overall, the data indicated that Uganda Christian University's service procurement was fairly timely, though there was still room for improvement.

CHAPTER FIVE.

DISCUSSION, SUMMARY, CONCLUSION AND RECOMMENDATIONS OF THE FINDINGS.

5.1. INTRODUCTION.

The chapter presents summary of the results that were presented in chapter four. It also relates these results to similar studies which were carried out elsewhere as revealed by different scholars. This chapter also provides discussions, conclusions and recommendations, relevancies of the study basing on the findings of the study and suggests areas for further research.

5.2. DISCUSSION OF THE FINDINGS.

5.2.1. BUDGETARY LIMITATIONS ON TIMELY PROCUREMENT.

Arrow smith et al. (2000) and Ambe and Badenhorst-Weiss (2012) illustrate that this necessarily forces an organization to be selectively expending, a factor which does have a direct influence on the timing and effectiveness of procurement. This is interpreted to mean that 87.5% agreed that due to budgetary constraints, there was the need to focus on some activities at the expense of others, therefore delaying procurement activities and making it inefficient in Uganda Christian University.

According to Thai (2001), Kakwezi and Nyeko (2010) researched how procurement might be delayed because of a strained budget and its impact on the overall organizational efficiency. The findings showed that 81.6% of the respondents agreed that a strained budget had affected the university's ability to pay suppliers on time, hence showing how financial constraints result in strained relations with suppliers and affecting timely procurement.

Secondly, Monczka et al. 2016 emphasized that procurement must be made in time with the production schedule and also maintain good relations with the suppliers such that there is no delay. The finding pinned that 69% of respondents believed that the budget constraints weaken the university's bargaining powers; supporting this view, it shows that limits created by finances may weaken an organization's negotiating position leading to unfavorable terms at times delays.

Ambe and Badenhorst-Weiss (2012) and Benslimane et al. (2005) also found that delays and cost overruns, especially in regard to emergency purchases, were often the result of prioritization problems stemming from financial constraints. Results showing that 65.8% of the respondents at Uganda Christian University also believe that emergency procurement leads to increased costs and strained budgets support the pattern of how financial instability could be exacerbated by delayed

and costly procurement processes. Results from Uganda Christian University agreed with a generic study of the budget constraint that budgetary limitation results in delays, inefficiency, poor relationships with suppliers, cost increase, hence generally affect the effectiveness and performance of the procurement functions.

5.2.2. HOW DOES ORGANISATION STRUCTURE INFLUENCE TIMELY PROCUREMENT AT UGANDA CHRISTIAN UNIVERSITY?

Akrani (2011) described organisational structure as the way a firm manages its operations; the hierarchy of authority. The result showed that 81.3% of the respondents believed delays resulted from bureaucratic obstacles because the purchase is centralized, which is related to Akrani's description of organizational structure. Centralized systems usually have slow decision-making because there is a need to pass approvals from top to bottom. This observation is corroborated by the assertion of Jones, who says that the culture of a business can be highly controlling, centralized in structure, and thus slow to procure anything due to strict protocols and slow decision-making processes.

Moreover, 75.1% of the respondents reported that bureaucratic structures were a contributor to procurement delays, and the position of Daft 2016 is that organizations must change their structure when internal and external changes take place in the organization. Bureaucratic organizations are much slower to do so; as such delays impede the process of procurement. Schein's 2010 concept also emphasized that organizational culture influences the way workers would relate to structural elements: in a bureaucratic culture, the demonstration of rigid adherence with strict protocols would make the procurement activities slow.

The study further showed that 75.3% felt that the lack of specialized procurement teams contributed to inefficiencies and slowing down the procurement process. This finding corroborates Daft's (2016) assertion about organizations needing to evolve and adapt constantly. The lack of specialized teams may result in responsibilities diffusing into everyone, hence causing inefficiency. Akrani's (2011) definition of organizational structure, which must have clearly defined functions and roles, also corroborates this observation. Without clear and specialized roles, confusion in the procurement process and inefficiencies are generated.

From the data, it also came out that a conservative and risk-averse culture acted as a hindrance to the adoption of new technologies and the ability to adapt to changing procurement needs. The findings thus support the culture type of Cameron and Quinn's 2011 conservative culture in hierarchical structures that resist change or innovation and hence slows down the process of procurement. As Kotter and Heskett note, cultures that are more resistant to change often do not perform as well over time. The conservative culture was regarded as an obstacle to efficient procurement, pointing out wider problems associated with rigid organizational cultures.

In conclusion, the theoretical ideas espoused by Akrani, Jones, Daft, Schein, Cameron and Quinn, and Kotter and Heskett are in tandem with the findings that the research conducted on the conditions of organizational structure impacting timely procurement. According to the findings of the research, the delays manifested by centralized and bureaucratic systems, inefficiency due to the absence of specialized teams, and culture conserving that present difficulties, indicate the timely procurement of goods requires a properly organized flexible organization for its accomplishment.

5.2.3. RELATIONSHIP BETWEEN REGULATORY COMPLIANCE AND TIMELY PROCUREMENT AT UGANDA CHRISTIAN UNIVERSITY.

Regulatory compliance, as described by Bendoly and Stratman (2007), includes adherence to both external laws and internally set policies that usually causes delays in procurement, especially when a lot of documentation and approval are needed. Indeed, it was established that 77.8% of the participants agreed that strict regulations were a major cause of delays in procurement. This is particularly the case for industries like pharmaceuticals, wherein stringent compliance necessitates thorough validation of suppliers and materials, generally involving considerable time delays. According to the description of the respondents, stringent regulations delay procurement.

According to Hugos (2018), regulatory compliance in procurement needs to be given the due weight it deserves for the purpose of ensuring that products conform to safety, quality, and ethical standards. As many as 81.2% of the respondents believed that the documentation process involved in compliance delayed the process, which once again corroborates what Hugos said. For example, within the electronics industry, the RoHS directive increases lead times because of added testing and certification. From the above responses of the participants, it becomes crystal clear that there

is a direct connection between procurement delays and regulatory documentation, which upholds what Hugos said.

According to Murphy and Knemeyer, regulatory compliance often means more levels of procurement-additional auditing of suppliers for compliance, for example-which extends procurement cycles. Their point was underlined by the response that showed 63.3% agreed that the need for multiple approvals delayed them. A good example is compliance with the Dodd-Frank Act, requiring confirmation that suppliers do not use minerals derived from conflict. Verifying such processes therefore leads to lots of complications and extra time-consuming procurement, as happened with the respondents, explaining that these additional layers of approval were among the most significant sources of delays.

Monczka and Patterson (2015) have discussed how different requirements in terms of compliance in every country impact global sourcing, often leading to delays. It was established that 75% of the respondents agreed that the checks for compliance disrupted the procurement process, a fact which agrees with the argument stated by Monczka and Patterson. For instance, in the motor industry, "different safety and environmental regulations provided for each market can significantly delay sourcing components worldwide." Their observation of these discouragements agrees with the challenges of global procurement.

Cousins et al. (2008) described the strategic implications of regulatory compliance where the rules can be in conflict with the imperatives of efficiency and speed. For instance, excessive health and safety regulations for organizations in the food industry can make it difficult to procure fast-moving perishable goods. This is further corroborated by the 62.6% of respondents who felt that complex compliance requirements cause delays. The regulatory complexity challenges as portrayed by the respondents are the same challenges being faced by industries where compliance is critical and highly time-consuming.

The findings of the dissertation are therefore in agreement with theoretical insights provided by Bendoly and Stratman, Hugos, Murphy and Knemeyer, Monczka and Patterson, and Cousins, Lamming, and Squire. This implies that delays due to stringent regulations, heavy documentation, multiple approvals, disruptive compliance checks, and elaborative requirements mean that regulatory compliance ensures procurement is not timely. These issues thus characterize how regulatory compliance greatly inhibits timely procurement.

5.3. SUMMARY OF THE FINDINGS.

Uganda Christian University research assured that what many studies found out, budget constraints have a very great bearing on the procurement processes. In the same research, 87.5 percent of the respondent declared that a meager budget is the reason why they were forced to under the obligation to give priority to certain purchases that impelled their delay and thus lowered efficiency. Also, 81.6% of the respondents indicated that such budgetary limitations led to delayed payments to the suppliers. 69% felt that such constraint from a budgetary perspective undermined the negotiating power of the university. Other impacts include the fact that 65.8% of the respondents noted these financial constraints at times necessitated expensive emergency procurements. These issues contributed to poor relations with suppliers, huge costs, inefficiencies, and lowered the ability of the university to achieve its objectives in procurement.

The present study also determined the organizational structure to be one of the major factors that influenced procurement efficiency at the university. A significant majority, 81.3%, noted that delay could occur due to the bureaucratic hurdles brought about by the centralized procurement process. Similarly, 75.1% agreed that bureaucracy enhanced delays due to resistance against change. Moreover, 75.3% of the participants mentioned that due to the absence of specialized procurement teams, along with the lack of definition in the organizational chart, there is more ineffectiveness and delays. The study further entailed that the conservative culture of the university, which is averse to risk, has made them resistant to the new technologies and the ability to adapt to procurement needs for change; thus, more processes have become slower. These findings support the notion that for effective, timely procurement, an organization ought to be adaptable and well-articulated.

Finally, there were findings on how far regulatory compliance would impact timely procurement at Uganda Christian University. 77.8 percent agreed that strict regulations inconvenienced or delayed procurements due to the number of documents that were required, as well as the number of approvals required to check on compliances. In addition, the various regulatory requirements on auditing suppliers and their conformance with safety and ethical standards further prolonged the procurement timeframes. Another significant cause of lengthier procurement cycles involved paperwork, which 81.2% of participants identified. The research established that the varying regulations from one sector to another and country to country disrupted procurement activities, as 75% of respondents agreed that compliance checks were particularly disruptive. On the whole,

these findings pointed out certain difficulties in balancing regulatory compliance with the need for efficiency and timeliness in procurement.

5.4. CONCLUSION.

The findings from Uganda Christian University showed some serious flaws in the procurement process and were mainly influenced by the limitations of budget, how an organization was set up, and complications related to compliance with regulations. Financial constraints at the university added to a centralized and somewhat bureaucratic system, leading to delay and consequently mounted costs. This reduced the university's negotiation power and relations with suppliers. In addition, the absence of dedicated procurement groups and an organizational culture resistant to change exacerbated these issues further. Moreover, strict legal requirements increased the procurement duration, as in most instances it was very difficult to reach a balance between adherence to the regulations and operational efficiency. From these analyses emerged areas that required strategic intervention if the University was to enhance effectiveness and timeliness of procurement.

5.5. RECOMMEND.

- **Decentralize Procurement:** Give more autonomy to the departments regarding their procurement tasks to make operations smooth and efficient.
- **Improve Budget Planning:** Introduce robust budget planning with flexible funding to handle any expense that is unexpected, hence reducing last-minute purchases.
- **Adopt Modern Procurement Technologies:** An e-procurement system should be instituted to reduce paperwork, increase transparency in transactions, and speed up approval processes.
- **Regular Review and Audit:** Conducted frequent audits to discover issues, realize compliance, and smooth the processes.
- **Establish Specialized Procurement Teams:** Set up focused teams that would bring in specialized skills which will add efficiency and productivity to the function of procurement.
- **Simplify Compliance Processes:** Compliance documentation and tracking can be streamlined, reducing delays without compromising on regulatory requirements.

- Enhance Supplier Relationships. This would imply that all payments were on time and communications worked well, given the enhanced bargaining powers and cooperation with suppliers.

5.6. AREAS OF FURTHER RESEARCH.

- Comparative Analysis of Centralized vs. Decentralized Procurement Systems.
- Resistant Culture to Change in the Procurement Process.
- Strategies for Financial Management in University Procurement.
- Impacts on Organizational Efficiency due to Procurement Decentralization.
- Impacts of Organizational Structure on Procurement Efficiency.
- Impacts of Compliance with Regulations on Procurement Timeliness.

5.7 RELEVANCIES OF THIS RESEARCH STUDY TO THE RESEARCHER.

- Future Research Directions. The study has succeeded in bringing into light some of the emergent trends and challenges and thus offers a way in which future studies can potentially shape strategies and innovations within procurement.
- Organizational Structure Insights. It also provides a key insight into how best internal processes could be aligned, adding to overall efficiency.
- Challenges in Regulatory Compliance. The study finds out how regulatory compliance affects procurement lead times, thereby helping one to understand how to balance regulatory imperatives with timely procurement.
- Specialized Teams for Procurement. It focuses on how setting up teams for procurement operations improves efficiency and effectiveness.

Strategies that offer practical ways of enhancing procurement efficiency have been suggested; these improve budgeting and planning, decentralized processes, and technology.

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APPENDENCES.

1.1 QUESTIONARE.

Dear respondent, my name is KIRUNDA MEDY, Registration number, S21B12/028 pursuing a bachelor’s degree in Procurement and Logistics Management at Uganda Christian University. I am undertaking research entitled, “the constraints in procurement on private organisations”, with a case study of Uganda Christian University. I pledge to have high level of confidentiality since it is for academic purposes.

INSTRUCTIONS.

Tick and fill in where necessary.

SECTION A: BIO DATA

1. Age bracket of the respondents

(a) 18 – 25 Years

(b) 26 – 30 Years

(c) 31 – 40 Years

(d) 41 – 50 Years

(e) 50 + Years

2. Gender of the Respondent

(a). Male

(b) Female

3. Level of education.

a) Diploma

b) Degree

c) Masters

d) Any other please specify.....

4. The length of service in the organisation.

a). Below 3 yrs.

b). Between 3 – 6 yrs.

c). 6 – 8 yrs.

d) More than 8 yrs.

5. Department in which you belong.

a) Procurement

b) Marketing

c) Finance

d) Any other please specify.....

SECTION B

Instructions:

In this part and the parts that follow, you are required to tick the most appropriate option applicable to you.

The impact of Budgetary Limitations on timely procurement at Uganda Christian University

SA – Strongly Agree, A- Agree, NS – Not Sure, D – Disagree, SD – Strongly Disagree

No.	Qns	5 SA	4 A	3 NS	2 D	1 SD
	The impact of budgetary limitations on timely procurement Uganda Christian University.					
1.	Due to budget constraints, Uganda Christian University prioritizes essential operational costs over procurement, delaying non-urgent purchases and affecting efficiency.					
2.	Budget constraints at Uganda Christian University impact its ability to pay suppliers on time.					
3.	Budget constraints weaken the organization's bargaining power with suppliers, causing additional procurement delays.					
4.	Emergency procurements increase costs and strain the budget, creating a cycle of delays and financial instability.					

In case there are any other Uganda Christian University apart from those mentioned above, please specify.

SECTION C

How does organisation structure influence timely procurement at Uganda Christian University?

Apply a tick where applicable using the following key.

SA – Strongly Agree, A- Agree, NS – Not Sure, D – Disagree, SD – Strongly Disagree

No. Qns	How does organisation structure influence timely procurement at Uganda Christian University?	5 SA	4 A	3 NS	2 D	1 SD
1.	Centralized procurement slows the process due to bureaucratic layers and multiple approvals, delaying necessary acquisitions.					
2.	Bureaucratic organization cause significant procurement delays due to multiple approval levels, hindering timely acquisition of essential items.					
3.	Lack of specialized procurement teams and scattered responsibilities can cause inefficiencies and slower procurement due to a lack of focus and expertise.					
4.	Rigid, risk-averse cultures resist new technologies, sticking to outdated methods and delaying adaptation to procurement needs and market conditions.					

In case there are any other way of mitigating Constraints in Procurement at Uganda Christian University apart from the mentioned above please specify.....

SECTION D:

What is the relationship between regulatory compliance and timely procurement at Uganda Christian University?

SA – Strongly Agree, A- Agree, NS – Not Sure, D – Disagree, SD – Strongly Disagree

No. Qns	The relationship between regulatory compliance and timely procurement at Uganda Christian University	5 SA	4 A	3 NS	2 D	1 SD
1.	Strict regulatory requirements slow down procurement by requiring extra time to ensure compliance.					
2.	Extensive documentation for regulatory compliance can delay procurement due to time-consuming and verification processes					
3.	Procurement processes needing multiple regulatory approvals can face delays, impacting timely acquisition of goods and services.					
4.	Regular audits and inspections to ensure regulatory compliance can interrupt procurement activities.					
5.	Navigating complex legal and regulatory requirements can slow down procurement as organizations must take extra steps to avoid extending the procurement timeline.					

In case there is any other relationship between Constraints in Procurement and Uganda Christian University apart from those mentioned above, please specify.....

Simply tick your level of judgment for the statements below;

1. (a) In all, procurement of physical goods at Uganda Christian University is timely.

Strongly Agree Agree Not Sure Disagree Strongly Disagree

(1) (2) (3) (4) (5)

2. (b) In all, procurement of services at Uganda Christian University is timely.

Strongly Agree Agree Not Sure Disagree Strongly Disagree

(1) (2) (3) (4) (5)

ThankS for YOUR corperation and responses.

2. INTERVIEW GUIDE ON PROCUREMENT CONSTRAINTS AT UGANDA CHRISTIAN UNIVERSITY

2.1 Introduction.

- Greetings and Purpose.
- Thank the interviewee for their time.
- Explain the interview's goal, to explore the challenges in procurement processes and identify possible improvements.

2.2 Confidentiality and Consent.

- Reassure the interviewee that their responses will remain confidential and used solely for research purposes.
- Obtain their consent to proceed with the interview.

2.3 Background Information.

- Role and Experience
- Can you describe your current position at Uganda Christian University and how it relates to procurement?
- How long have you been involved in procurement at the university?

2.4 Overview of Procurement Process.

- How would you describe the procurement process at Uganda Christian University?
- Budgetary Constraints, challenges, impacts and ways of managing them.
- Organizational Structure, challenges, impacts and ways of managing them.
- Regulatory Compliance, challenges, impacts and ways of managing them.

2.5 Closing.

- Additional Comments (Is there anything else you'd like to add about procurement constraints and potential improvements)?

2.6 Thank You.

- Thank the interviewee again for their time and insights.
- Inform them how they can access the study results, if interested.

3. SCHOOL OF BUSINESS INTRODUCTORY AND PERMISSION DATA COLLECTION LETTERS.



SCHOOL OF BUSINESS

19th Aug. 2024

TO WHOM IT MAY CONCERN

Name: KIRUNDA MEDY

Reg. No 521B12/028

A bachelor's student who is seeking permission from your office to collect data for his dissertation titled

The constraints in procurement at private organization. A case study of Uganda Christian University.

We shall be grateful if you could render assistance to him in collecting the necessary data for his dissertation

The Uganda Christian University School of Business thanks you in advance

Mukisa Simon Peter
Research coordinator

Uganda Christian University
School of business
Research data collection

Information for those seeking data collection Permission letter

Name Vivanda Njathi Registration No. 1021021/012

Program EPDM

Topic
THE CONCEPTS OF PROCUREMENT ON PRIVATE
ORGANISATIONS WITH A CASE STUDY OF UGANDA
CHRISTIAN UNIVERSITY

Agency from which you're seeking permission to collect data
Beggs & Schmidt
Procurement office

Addressee

Full address of addressee
Uganda Christian University
P.O. Box 4
Mukono - Kampala
Procurement & Disposal Unit

[Signature]
17/05/2024

This is to certify that the student named above is currently under my supervision. The student has satisfactorily completed the research proposal and developed the necessary tools for data collection. Therefore, I recommend that the student be issued a permission-seeking letter to proceed with data collection.

Signed *[Signature]*
Academic supervisor *(Saman Karam)*
7/8/2024