

**THE EFFECT OF FLEET MANAGEMENT STRATEGIES ON LOGISTICS
PERFORMANCE, IN NON-GOVERNMENTAL ORGANISATION: CASE OF FEAT
AFRICA KOBOKO DISTRICT**

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J23/ASC/BPLM/020


**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF BACHELOR OF
PROCUREMENT AND LOGISTICS MANAGEMENT OF UGANDA CHRISTIAN UNIVERSITY**

April, 2025



DECLARATION

I, Duku Francis Abe declares that this report is my original work and has not been presented for examination in any university.

Signature 

Date: 28/03/2025

APPROVAL

I, Dr Ajuaba David Baiko declares that this Research Report has been written under my close supervision and ready for presentation and award of marks for examination in Uganda Christian University.

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Date: 28./03./2025

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DEDICATION

This research is dedicated to my friend Mr. Okot Charles. Thanks for encouraging me on writing this report but also, I dedicated to my parents for their constant love and support and lastly all lecturers of Uganda Christian University Arua Campus who help me in this journey especially Dr Ajuaba David who has been consistent in guiding me on how to come up with this research report God bless you.

ACKNOWLEDGMENT

First and for most I would like to Honor Almighty God for giving me the health and strength that is necessary to complete this research. But also, thanks to my supervisor Dr. Ajuaba David Baiko for his guidance and constructive comments from the beginning of the research proposal to the completion of the research. I wish to acknowledge all staff of Feat Africa organization particularly fleet management team members, drivers, and management staff but also the field staffs using all the motorcycles who help everything run smoothly. Finally, I would also like to thank and acknowledge all my colleagues who have been extremely helpful during my academic path.

Thank you all!

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List of Abbreviations and Acronyms

AIRD:	African Initiative for Relief Development
CVI:	Content Validity Index
CFW:	Conceptual Frame Work
DRC:	Democratic Republic of Congo
FEAT:	Facilis Economic and Aqua Transformation Organization
FMS:	Fleet Management Strategies
GPS:	Geographical Positioning Station
HATs:	Hope of African Transformation
LP:	logistics Performance
NGO:	Non-Governmental Organization
RBV:	Research based view
UNHCR:	United Nation High Commission for Refugees
UK:	United Kingdom
UN:	United Nation
URA:	Uganda Revenue Authorities
WHO:	World Health Organization

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ABSTRACT

The main purpose of this study was to investigate the effect of fleet management strategies on logistics performance, In the case of feat Africa organization Uganda. The study employed an explanatory research design and from the total population of 45 employees, 45 samples were used by using the sample random sampling method for this case all staff were selected as respondent. Questionnaires were used to collect data which was hand-delivered to the respondents. The study utilized morgan table and frequency table drawn to help in analysis of the data by using descriptive statistics such as percentage, frequency tables were used to describe the data.

The study's finding shows that fleet management Strategies and logistics performance were practiced at a moderate level. Vehicle maintenance and repairs has been regular shown by 72% level of agreement by respondent but also the researcher found out that Feat Africa has few qualified engineers working in the garage indicated by 40% level of respondent in agreement and 36% level of disagreement this needed more qualified engineers but also there was moderate control mechanism for genuine spare parts usage this needed improvement.

Under Fuel Management, the study found out that vehicles do not have alarms installed to detect fuel leakages as indicated by 48% high level of disagreement by respondent compared to 38% level of agreement meaning feat Africa fleet management needed more device and control measures to detect fuel leakage and consumption.

Furthermore, fuel management System was insignificant to predict logistics performance. The study concluded that installing vehicle tracking system on all organization vehicles and automobiles, the latest technology of GPS for fuel and vehicle tracking system,

Under Vehicle crew management handling drivers' mission assignment, repairing, and maintenance garage complete the service and maintenance on time, genuine usage of spare parts, maintaining a vehicle log books for all the distance travelled, regular vehicle servicing, time schedule, handles complaint regarding service may have a significant effect on logistic performance and monitoring instant braking and training drivers to drive professionally.

The study recommends that the organization's fleet managers should prepare training programs for all staff involved in fleet management and vehicle/motorbikes crew training help upgrade professionals and drivers to enable them to protect and utilize vehicles security legitimately but also Feat Africa ensure all field staff employed must be trained and have knowledge on at least riding and driving to avoid consistent accident from happening like before.

Chapter One

1.0 Introduction to chapter one

This chapter discusses the Background of the Study, Statement of the problem, Research Questions, purpose of the study, Research objective and Significance of the Study, Scope of the Study, Conceptual frame work, Definition of Terms in the conceptual framework.

1.1 Background to the Study

Global View of fleet management

Any nation's transportation industry contributes significantly to the national and local economies and has a key influence in the global economy (Remy et al., 2012). It is significant to highlight that logistics and transportation services in developing nations have seen modifications to several service opportunities (Bask, Tinnila, & Rajahonka, 2010).

Hard missions are then in charge of determining damages and organizing the early reaction in relief efforts (Pedraza-Martinez and Van Wassenhove 2010). However, disaster- related vehicle dispatching necessitates lengthy trips in poor driving conditions (Pedraza- Martinez et al. 2011). Hard missions are then in charge of determining damages and organizing the early reaction in relief efforts (PedrazaMartinez and Van Wassenhove 2010). As a result, businesses who are dedicated to maintaining an effective fleet pay close attention to the cost of truck maintenance. They consider the cost of upkeep and the price of acquisition. As a result, many businesses have realized that planning is essential to effective fleet management rather than waiting until a vehicle has reached the end of its useful life (Bruce, 2014). Therefore, Logistics according to author, martin (2021), 'is the process of strategically managing the procurement, movement and storage of goods from the point of origin to the point of consumption.

According to Bowersox and Closs: "Logistics management is the design and administration of system to control the flow of materials work in progress and finished inventory to support business unit strategy" this is done by managing the total movement of raw materials from suppliers, in process within firm, and finished goods to customer. logistics management covers both physical flow of products as well as information flow covering reports and documentation relating to goods movement. Logistics management evolves procedures that meet customer service at the minimum cost. Logistics management achieves cost reduction by speeding the flow of materials, work-in progress and finished products Fleet is a group of vehicles or automobile. Fleet is more than one machine.

The word “fleet management” refers to the management of all facets involving a company’s vehicle. This might involve a variety of tasks such as managing drivers, speeds fuel consumption, and health and safety (Global Fleet Management, 2021). It can also involve managing vehicle finance vehicle maintenance and vehicle telematics (tracking and diagnostics of cars).

How Fleet Management Strategies affect Logistics Performance

Global fleet management (2021) stated that the expansion of the industry is reflected in an increase in fleet management issues, such as the upkeep of the vehicles to avoid accidents. therefore, once accident occurs it affect logistics performance by not timely delivering goods to consumers and losses due to damages but also supply chain disruption.

To support market expansion, there has also been increase in the need for vehicles operating proficiency. For instance, enhanced fleet management in Africa’s manufacturing services and retail sectors has resulted in a 60% decrease in fleet downtime and a 70% improvement in delivery schedules (Washington and Keller, 2016).

Drivers’ management is one key strategy used to module drivers to drive professionally by training them to drive without drinking, not to apply breaks instantly to avoid trye worn off and avoid over speeding to avoided accident all this when not followed by drivers it affects logistic performance in a way that supply chain will be disrupted due to accident, high repairs, and loss of lives of staff.

Fuel management strategy also affects logistic performance in scenario that when not manage well logistics department realize high cost of fuel cost reducing transportation and once funds are finished production stand still since delivery to consumers or site may not happen.

The study by Orr and Kamter (2009) on enhancing operational logistics performance, through automatic vehicle management demonstrates that automatic management has improved cost and dependability. Systematic fleet management is now required for the supply of transportation services in both the public and commercial sectors. Additionally, Fleet Management strategies refer to the techniques used to manage a fleet of vehicles and related assets, as well as to maximize performance while lowering cost and risk.

Ratcliffe (2007) listed key fleet management strategies that firms adopt to provide clients with successful services as routing and scheduling, fuel management, vehicles purchase, vehicle maintenance, as well as driver briefing. Vehicle finance, maintenance, telematics driving and speed monitoring, fuel control and health and safety management are among aspects that fleet management might include.

The private and public sectors are always in rivalry with one another when it comes to the kind of transportation services they provide and how customers express their satisfaction with both sectors' offerings (Gitahi & Ogollah, 2014).

Therefore, logistics performance is always affected when customers express dissatisfaction in late deliveries and poor quality goods delivered as a result of damages. This reduces orders by consumers, reducing logistics operation since no business booms.

The idea of managing fleets was conceived by the U.S. automobile industry before the invention of GPS back in 1974. It employed the basic functionalities of fleet telematics like order processing, status reporting, automated communication, etc. The mega automobile manufacturers like Ford, General Motors, and Chrysler made use of the electronically processed management mechanism for their fleets.

At that time, mainframe computers were used to manage fleet operations.

In the latter half of the 1970s, the concept of telematics was introduced to the world. Alain Minc and Simon Nora of France defined it as using telecommunications to transfer information. After this groundbreaking discovery, more research was conducted to ensure that this technology is made ecofriendly and viable for businesses.

In 1978, an experimental satellite Block-I GPS manufactured by Rockwell International was sent into space. Following the footsteps of this launch, another ten Block-I satellites were sent into space in 1985 to enhance the validity of GPS technology. As the number of satellites orbiting the Earth increased, the probability of GPS Vehicle tracking software becoming functional also rose. Finally, on Jan 17, 1994, a total of 24 satellites were launched in space, making the GPS technology fully operational.

African view of fleet management

According to United Nations, Africa is home to 1.2 billion people today, or about 17% of the world's population. By 2050, the UN estimates there will be 2.5 billion Africans (25% of the global total). By century's end, there could be 4.5 billion Africans, representing 40% of humanity all of which points to a future in which Africa will become a consideration of global fleet managers. The first step towards better understanding Africa is realizing that it is not a single place, but – like Europe, Asia and one that lacks transcontinental transport infrastructure. For example, there is no single road that cuts conveniently east to west across Africa. If you want to move goods from Kenya to Nigeria, you'd have to go all the way down to South Africa and then up again. That takes six weeks. East Africa is strongly influenced by the Middle East when it comes to the new- and used-vehicle markets. North Africa is under strong European

– mainly French – influence, while West Africa demonstrates its relative proximity to the United States.

“there are some 42 million cars on the road in Africa, with vehicle ownership varying considerably between the various regions. In Sub-Saharan Africa, it's 2% versus 70% in the US and 50% in Europe” says Andy Sacha, formerly Global Fleet manager at Nestle, now an independent consultant (carfleet.guru) with wide experience in the region. But that 2% isn't evenly spread: if there's anything that defines Africa, it's the huge

divergence between markets, says Mr. Sacha: there are some developed countries that are similar to Europe, for example, south Africa, Egypt, Morocco and (in the wider Middle East East) Isriel. And then on the other end, you have extremely undeveloped countries like Mali or Congo.” So just by this fact, you can see that fleet and mobility development is very polarized across.

Fleet management strategies in Africa and Uganda, Ethiopia Kenya.

To enhance the performance of the entire supply chain system, the administration of textile companies in the Nairobi Region has taken measures to put in place satisfactory mechanisms to address the transportation of supplies and goods. And, to attain improved performance textile firms adopted vehicle scheduling, route planning, fleet management, and vehicle tracking (Musau et al. 2017). Another study forwarded in transportation and Sugar companies of Kenya assures that, there exists a straight association between vehicle finance and maintenance and operational performance of companies, this suggests that better vehicle finance and maintenance practice would lead to a high level of performance. Moreover, it also emphasizes that the management of fleets and training of employees should be top importance on best operations to avoid excessive expenditure and adverse damage with the system (Mohamed,2018). Workforce must participate and regularly educated on how to handle recent tools and machinery, to increase the timeliness and reliability of operations. Satisfactory fleet and contemporary tracking systems must be applied to support the planning of fleet management operations. Most industrialized countries, according to the literature, are adopting global positioning system (GPS) and wireless technology to undertake various logistical projects. In developing nations, the use of wireless technology is growing. Kenyan businesses, for instance, have changed their business processes by implementing GPS monitoring systems.

A study carried out in Ethiopia in WHO Ethiopia 2018 revealed that the absence of inspecting ways on original spare parts used, certified fleet manager and maintenance supervisors, frequent breakdown post service, and preventive maintenance are serious problems that are ignored by the WHO (Abebe, 2018). Furthermore, searching potential fuel suppliers, driver training, and management including motivation and reward are overlooked by the organization (Begashaw,2016).

Furthermore, a study conducted in Ethiopian Ministry of National Defence Logistics Main Department exposed that, vehicles in the transport department, unsatisfactory achieved and less efficiency in this respect, lack of adequate knowledge on how to implement the principal ways of good capacity building in improving the effectiveness of the transport services, the control mechanism of truck transport management system in National Defense is very traditional, and lack of availability of timely spare parts are among the major findings (Kidane, 2016)

Organizational view on Fleet Management

From its inception 15 years ago in 2006, AIRD recognized and appreciated the criticality of vehicles and the vital role they play in ensuring the movement of people and goods in the humanitarian space. It is for this reason that one of the areas AIRD chooses to specialize in is in the field of logistics and management of the fleet of vehicles that supports these activities.

As the first of AIRD's operations, the Uganda operation has been involved in these activities from the very start, and continues to do so to date.

Within the Uganda program, fleet management is handled on behalf of UNHCR whose fleet comprises 644 vehicles that include ambulances, buses for refugee transportation, water bowsers for emergency water trucking and cargo trucks for transporting non-food items. 52 cargo trucks that are under the right of use facilitate transportation of medicines to settlement hospitals that offer health services to refugees, as well as sanitary kits to women of reproductive age. The same trucks transport core relief items that are distributed to refugees to enable them settle in their new homes. Light vehicles also aid other program and administrative duties.

Nine workshops across all refugee settlements in Uganda run with over 120 contracted mechanics who support with routine maintenance and servicing of vehicles, which also include 630 motorcycles and over 130 generators that generate power for settlement hospitals, field offices and water pumping.

Additionally, without fuel, the vehicles and assets mentioned would not be operatable and AIRD Uganda also manages nine fuel storage facilities across 9 refugee settlements to power the UNHCR partner fleet. Through managing of all fleet activities, the donors who have entrusted us with this function are able to realize enhanced compliance, improved efficiency, and reduced operating costs through centralizing their fleet.

International humanitarian organizations such as UNHCR rely on vehicles to carry out their missions. UNHCR's fleet vehicles are used to deliver programs and transport humanitarian field staff, beneficiaries, and others, and are therefore essential for the fulfilment of UNHCR's mandate.

In 2017, UNHCR's fleet was composed of approximately 5,530 light vehicles and represents one of the organization's most valuable assets. Approximately 60 percent of vehicles are operated by UNHCR implementing partners through a rights-of-use agreement while 40 percent are used by UNHCR staff. Although the exact costs of operating the fleet cannot be accurately measured due to lack of data, these are in the range of millions of US dollars per year. Therefore, it is essential that the fleet is managed effectively and efficiently. However, managing a humanitarian fleet is not easy task and entails a number of challenges that are not typically found in managing a commercial fleet.

Fleet management is a major concern for the international humanitarian organizations because of the magnitude of transportation-related costs in humanitarian operations which are second only to personnel costs

[...]. Yet because of the conditions in which humanitarians work (e.g., poor infrastructures, extreme operating conditions, security problems in conflict zones, and budget limitations).

Feat Africa view on fleet management

Feat Africa is a non-profit organization that was founded in South Sudan in 2013 as hope for Africa transformation services (HATS). Feat Africa exist to provide spiritual and physical service to people affected with poverty, disease and famine. Feat Africa objectives is to established adequate mechanism for supporting healthy lifestyles. promote appropriate technology and agricultural activities and training. establish mechanism for peaceful coexistence in society and imitate the gospel.

In 2016, Feat Africa as non-governmental organization rendering WASH Services in South Sudan, Uganda and to the Democratic Republic of Congo has number of assets particularly fleet automobile to run its activities like carrying staff for field activities, transportation of materials for production and borehole drillings as well as distribution of bio-Sand filters to house hold and spring protection sites Democratic Republic of Congo.

As Feat Africa aims to establish adequate mechanisms for supporting healthy lifestyle and support promotion of appropriate technology to improve health of society this activities become successful due to Available fleets to facilitate work as results feat Africa has numerous automobiles like motorbike's light vehicles and trippers accounting to 30% of the operating expenses for the non-governmental organization and all these are govern with fleet policy of safe driving, repairs and maintenance of all automobiles as well as locating where this automobile operate, manual login of drivers and riders when travelling for field activities, recruitment of qualified drivers to run this fleets.

Feat Africa Fleet Challenges Encountered

Despite such fleet strategies employed Feat Africa face more challenges like car Accident cases with drivers falling down with truck alone on road leading to high repairs, field staff riding keep causing accident with motorbikes and knocking Pedersen and cyclist in field roads in community, fuel consumption and repairs is very high at least every month a car is repaired due to breakages of spares, frequent wiring of cars, drivers carrying non staff on Kampala road to Westline when not authorized, fuel consumption in motorbikes like Honda has gone high raising concern by Management, drivers are charge with traffic police due to over speeding and URA authorities penalties on road late renewal especially those using the South Sudan Vehicles in Uganda, late arrival to destination and security guards fail to locate where some field riders are with motorbikes when asked they could not locate the automobile.

How Fleet Management Challenges Affect Logistics Performance in East Africa

All these challenges affected logistics performance in East Africa in way that logistics supply chain of East Africa is currently experiencing late delivery of materials to site causing late construction of Bio-sand filters, water spring protection and borehole construction but also consumers are dissatisfied since goods like bio-sand filters reach late to their households.

The quality of service has reduced due to frequent damages of goods reaching Households and high cost exacted in repairs and dumping of the broken goods like filters which cost at least 100 dollars in production cost per filter. Timely deliveries not achieved as planned by logistic department causing non reliability and loss of trust by consumers, machine security and suspicion increase between Fleet manager and drivers within organization, road toll charges increase and fines on road due to drivers oversteering and failure in monitoring expiry and renewal dates all this logistics challenges has become big problems to staff and organization.

Transportation is crucial for boosting employment, lowering travel times, and increasing productivity (Yeser, 1990). According to Gitahi and Ogollah (2014), the increased consumer expectations and their intolerance for consumer services have created a competitive environment for fleet management operations to deliver dependable and economical services. As a result, fleet management strategies is now required for all public and private sector service delivery systems. In terms of the types of transportation services they provide and how clients express their pleasure with services from sectors, the private and public sectors are always in rivalry with one another (Gitahi & Ogollah, 2014). Therefore, to improve service delivery, it is important to manage fleets properly to satisfy consumer expectations (ibid). The employees 'wellbeing is improved, and gasoline and car costs are reduced thanks to Fleet Management. The major goal of FM is to assure the logistics success of firms by lowering transportation costs, improving business processes, and enhancing customer service (Said, Nicoletti, & Perez-Hernandez, 2004). For better performance and effective distribution of goods delivered and services at the right place, at the right time, with the correct amount, and to the right recipient, logistics and delivery management are critical components, according to Borirug et al. (2009).

According to Bask et al. (2010), it has been difficult for businesses to operate in the logistics sectors in developing nations, and the organization's biggest annual expense is related to transportation (Ibid). Even when compared to other emerging nations, Uganda's road infrastructure network is subpar.

The issue of road safety is especially challenging in Africa (WHO, 2013). Road transportation so significantly harms the national economy by destroying priceless assets. One of the key engines behind the economic growth of any nation, especially one that is landlocked like Uganda, has always been and will continue to be

transportation (UN, 2020). As a result, organisation and businesses work to identify ways to lower operating expenses over the course of the vehicle.

Fleet Forum (2012) said that well-managed and maintained equipment may result in savings of 20-30% on vehicle disposal, supporting FM as the best method to lower operational expenses.

In developing economies, it might be difficult to determine how fleet management strategies affects overall logistics performance (Gitahi & Ogollah, 2014; Pedraza-Martinez & Van Wassenhove, 2012). The fleet management systems is still in its infancy, particularly in East Africa, where Uganda and Ethiopia is located (Shugan, 2004).

1.2 Statement of the problem

Fleet management strategies in Feat Africa like fuel management and recording, tracking movement of drivers, recording in log books, Distance covered with fuel poured calculated, drivers training on driving rules, maintenance and repairs in Feat Africa procurement and logistic department plays greater role in logistics performance This Logistics link has crucial effect in the logistics industry as it helps optimize routes used by Feat Africa drivers, minimize fuel consumption,

And vehicles and automobile's maintenance has improved safety of Drivers in Feat Africa by reducing risk on accident and compliance risk. this link creation leads to well-managed fleets and serve as the backbone of the logistics industry, ensuring timely deliveries and cost-effective operations in the Feat Africa logistics department.

Despite these strategies used Many critics of staff in feat Africa had asserted that fleet management strategies do not have the power to solve logistics performance problems in the organizations. The lack of documented evidence measuring and monitoring the impact of fleet management strategies towards logistics performance had been the source of considerable criticisms. developing organization like Feat Africa where fleet management strategies are meant to effectively operate have not fully used these fleet management strategies coupling with **worst scenarios** of Feat Africa Drivers getting fines due to Expired Driving Linces, Drivers Throwing Tipper down when carrying goods like bio-sand to Households during installation, riders causing accident with motorbikes several occasion with evidence where feat Africa organization spend on treating broken legs of community members knock, Staff broken hands and X-ray Examinations, vehicle staggng constantly in the field due to poor routing plan, high fuel consumption and vehicles breaking down on road while delivering Raw materials, worsening with delays in delivery of materials by drivers this worst scenarios gives urgency and prompt the researcher to carry out this research study.

Therefore, the study aimed at examining the effect of fleet management strategies towards logistics performance in Feat Africa organization such as managing and training Drivers, fuel management, vehicle maintenance. To determine how fleet management strategies affects logistics at Feat Africa Uganda. Additionally, the research evaluated Feat Africa's current fleet management strategies and it is hoped that the study results will shade some light on the role of fleet management strategies played towards improving logistics performance of the organization. Possible solutions to improve the fleet management strategies towards logistics performance.

1.3.0 Purpose of the study

To find out the influence fleet management strategies on Logistics performance of Feat Africa Uganda

1.3.0 Objectives of the study

1.3.2 specific objectives

To find out the extent to which vehicle maintenance influence logistics performance at Feat Africa Uganda.

To find out the extent to which fuel management influence logistics performance at Feat Africa Uganda.

To find out the extent to which vehicle crew management influence logistic performance of Feat Africa Uganda.

1.4 Research Questions

To what extent does vehicle maintenance influence logistics performance at feat Africa organization?

To What extent does fuel management influence logistic performance at feat Africa?

To What extent does Vehicle crew management affect logistic performance at feat Africa?

1.5.0 Scope of the study

1.5.1 Geographical Scope.

Feat Africa is located in West Nile region of Uganda in media Midia Sub County Koboko District as the main head office but also has branch in Pakwach District of Uganda and the neighboring Country DRC Ituri Provence.

1.5.2 Content scope

The bases of the specific objective is to find out the extent to which vehicle maintenance, fuel management and Vehicle Crew management influence logistics performance at Feat Africa Uganda,

1.5.3 Time scope

The researcher is Based on period of 6 years from 2018 to 2024 July to help gather more and valid information that better conclusion can be drawn to the study.

1.6 Significance of the study

First and foremost, the process of creating this Research proposal will enable me to get in-depth understanding of the key fleet management strategies and its impact on logistics performance, which a Feat Africa should consider while conducting fleet management operations. What the researcher hopes to learn through doing his study is known as the research question (Foss and Waters, 2007).

The study is anticipated to help the organization enhance its fleet management system by addressing issues that were found, and it may inspire other researchers to do more fleet management research. Additionally, the study is frequently cited in scholarly work on related subjects. Fleet management strategies are one of several elements that have an impact on feat Africa organizations. Since the firm uses a variety of vehicles to carry out its, operation, managing their fleet is the way to improve logistics performance to all sites of BSFs, spring construction sites and borehole drilling and installation distribution is undeniable as well as aiding staff movement to render field services like training on wash and ministry gospel spreading.

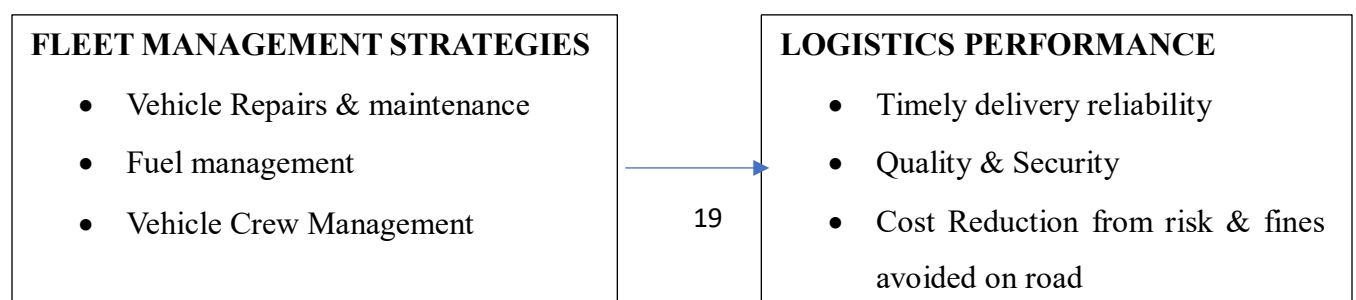
Lastly, study provides a thorough foundation for future research on firm fleet management strategies even though there aren't many studies in the field. Additionally, organizations receive suggestions on how to enhance current procedures and fill in any holes for their services. Feat Africa decision-making may benefit from the study's which provide important solutions on how to address fleet management issues that currently exist.

1.7.0 Conceptual Frame Work

As part of the development of this conceptual frame, may types of literature were reviewed.

According to (Young, 2009 a conceptual framework is a diagrammatically representation that depicts how dependant and independent variables are related. The study's framework which was adopted from Gitahi and Ogollah (2014), will examine the examination of fleet management strategies and their effect on the logistics performance of Feat Africa Organization. The factors are organized into three themes: driver training and compliance, fuel Management and vehicle repairs and maintenance.

1.7.1 Conceptual frame work structure



1.8 Definition of Key Terms

Fleet management is an administrative approach that allows companies to organized and coordinate. Work vehicles with the aim to improve efficiency, reduce and provide compliance with government with regulations (Borirug et.al 2009).

Fleet Management strategies refer to all actions taken to keep a fleet running efficiently, on time and within budget. (Dave Kesic 2024)

logistics performance: is a measure of how well logistics activities are being manage in an organization like timely delivery of materials and services transportation cost and risk mitigation.

Vehicle maintenance involves maintaining, repairing, and replacing, if necessary, devices, equipment, machinery, building infrastructure, and supporting utilities in industrial, business, governmental, and residential installations. (Defense Logistics Agency, 2016)

Fuel management strategies are system that is used to maintain, control and monitor fuel consumption and stock in any type of industry that uses transport, including rail, road, water, and air, as a means of business. (Lange, 1992)

Vehicle Crew management is the extent to which organizational drivers and riders handle machines on the road because careless driving is the primary cause of road incidents. before your drivers set foot in their vehicles, it's vital that they are aware of what's expected of them, and consistently act accordingly thereafter.

CHAPTER TWO

LITERATURE REVIEW

2.1 Concept of Fleet Management

The term "fleet management" refers to a set of tasks that include budgeting, planning, purchasing vehicles, and finally disposing of such vehicles. Operational duties are present in between. The most significant of them that immediately spring to mind are administration of maintenance and repairs, Tire replacements, renewal, and storage, taxes, inspections, fuel management, driver- related activities such as license checks, insurance and accident management, and reporting. Fleet management tasks can be delegated to an external fleet management company that offers solutions over the course of a vehicle's entire life cycle under the terms of a per-established contract or carried out internally, typically by a dedicated person known as the fleet manager/executive/responsible (Akkarta & Aras, 2021).

According to Lyton (2018), fleet management refers to the operation of automobiles, vans, trucks, and commercial vehicles. To cut costs and increase efficiency, a company should perform a set of specific vehicle-related activities for a predetermined period, such as purchasing, financing, managing taxes, maintaining, replacing tires, and disposing of vehicles. These activities can be performed internally by a dedicated fleet manager who coordinates them centrally, or they can be outsourced to a fleet management company.

According to Gitahi and Ogollah (2014), fleet management may be thought of as monitoring and improving how efficiently one can perceive a transportation fleet. It covers the operation of automobiles, ships, vans, and trucks. When it comes to fleet management, several different tasks are considered, such as vehicle finance, vehicle maintenance, vehicle telemetry, driver shifting and rostering, asset monitoring, speed management, fuel management, and health and safety management. The main goal of fleet management strategies is to completely reduce the costs connected with staffing and transportation while also reducing the hazards related to vehicle operation.

Accordingly, Besiou et al. (2012) assert that a fleet management strategy that ensures sustainability aims to reduce environmental impact through the integration of cleaner vehicles and fuels, fuel efficient operation and driving, and by minimizing the amount of traffic it creates on the road.

According to Wernerfelt (1984) and later advanced by Rumelt (1984). The emphasis is on the fact that organizations must compare their skills with those of the market, position themselves and their resources, and use their strategies to position their resources in the market.

The resource-based viewpoint places an intra-organizational emphasis and contends that firm- specific resources and capabilities influence performance (Wernerfelt, 2008). The resource-based perspective is

founded on the idea that competitiveness in the future will be determined by the development of distinctive and unique talents, which are frequently implicit or intangible in nature. The distinctive resources and competencies of the company should be used to develop the core of strategy (Rumelt, 2008). A firm's operational performance may be attributed to the resources, capabilities, and distinctive operating style that it has access to and control over (Barney, 2001).

According to Crook, Ketchen, and Combs (2008), organizations may develop and sustain operational success by identifying and controlling internal strategic resources. However, the RBV is critiqued in several ways. According to the argument (Priem & Butler, 2001), the theory can only be used if the amount of demand has been adequately studied.

Barney (2010) stated that if all businesses had the same resources, there would be no profitability disparities since any firm operating in the same industry could employ any strategy. According to the underlying rationale, the cost of resources and capabilities used to implement the chosen strategy will largely determine how long a competitive advantage will last.

Strategic factor markets, which Barney (2010) said are marketplaces where critical resources are purchased, may be used to examine this cost. Due to varying assumptions about the potential value of a strategic resource, information asymmetries, and sometimes even chance, it is claimed that strategic factor markets are not totally competitive. The absence of a thorough framework that demonstrates how diverse organizational components interact with one another over time to produce something fresh and original, however, is a significant resource-based approach omission (Nonaka & Takeuchi, 2011).

According to the resource-based view (RBV), a firm's competitive advantage and performance outcomes are due to its unique resources and skills, which are expensive for rivals to imitate (Barney, 2010). If they have specific unique qualities, these resources and competencies may be significant contributors to longterm competitive advantage and improved business performance.

The capacity of the company to implement a plan that better meets market demand and increases consumer utility is improved by having more resources. The resource-based perspective may be crucial for fleet management to direct better and efficient flow of service delivery.

A business should make sure that their fleet is enough and well-maintained so that they can always provide the best service (Spanos & Lioukas, 2001).

2.2 Strategies of fleet management applied as being the independent variable

Vehicle maintenance, fuel management and vehicle crew management are just a few of the jobs that are covered by fleet management. According to Martinez, Stapleton, and Wassenhove (2011), effective fleet

management enables businesses that rely on large fleets to organize and coordinate their construction equipment, trucks, and light vehicles to improve performance and save operating costs. To enhance the environmental performance of their operations, businesses collaborate with their suppliers and/or customers using a variety of fleet management strategies.

According to (Lu et al., 2008), there are two main objectives of fleet management that include promoting responsible corporate environmental behavior among all players in the chain of products and services, consistently meeting specified environmental performance criteria among supply chain participants and supporting suppliers in implementing their own improvement initiatives.

From the initial phases of equipment procurement to the last stages of asset disposal, fleet management includes all operations required to maintain and operate pieces of equipment over the course of their lifetime. These include training, safety concerns, inventory control, maintenance. (Rachida et al., 2013). The issues with fleet management are moving away from cost-effectiveness and toward greater customer happiness, adaptability, and sensitivity to requirements that change at a rate that was unthinkable even ten years ago. Over the past 40 years, traditional fleet management systems have suffered greatly with cost efficiency issues by developing routing plans in a range of real-world issues (Minis & Zeimpekis, 2007). Businesses may encounter internal and external factors that have an impact on their operations, and Fleet Management in a company may face dynamic challenges due to unanticipated occurrences happening during operations, according to (Queree C. 1993).

As a result, the study claims that companies need to be ready to react when faced with competition in the market (Borirug et al, 2009). Fleet management includes all activities necessary to maintain and operate pieces of equipment, from the early phases of equipment purchase through the last steps of asset disposal. A few examples include maintenance and repair, training, and safety concerns (Hamzi et al., 2013).

2.3 Logistics performance as being Dependent Variable.

One of the first step to improve logistics performance is to define and measure the relevant indicators of the organization. These indicators include metrics such as delivery time, cost reduction, quality, safety and sustainability.

2.3.1 Effects of Vehicle maintenance on logistics performance

Vehicle maintenance must be given top priority by any fleet management organization on improve quality service delivery. The notion of repair and maintenance includes things like doing routine maintenance, storing spare parts, and changing the oil. According to past study, there are a few very inexpensive techniques that can lower fuel consumption for fleet operations by 10% or more, including

driver education, vehicle maintenance, and vehicle design (Baas & Latto, 2005). However, according to Baas and Latto (2005), by using gasoline additives to keep the engine injectors clean, routine oil changes can help extend the engine's lifespan. Acidic chemicals, grime, and other impurities can destroy engine parts if appropriate oil changes are not performed. Oil changes can reduce fuel efficiency and are largely related to gas mileage, claim Baas and Latto (2005). Changing the oil and filter is one of the most regular maintenance procedures for your car's performance. Regular oil changes may be among the most vital maintenance and procedures given how important they are to an engine's performance.

High performance criteria are continually being placed on production and equipment maintenance because of needs for heavy-duty construction, logistics, and transportation in the global fleet business industry. The power, pressure, and tolerance requirements for trucks, buses, and other large machinery have increased, requiring nearly flawless synchronization between all the parts. Nevertheless, continuous use of moving components can cause severe failures and part losses, which not only lower productivity but also raise the possibility of accidents (Begashaw, 2016). After reviewing the facility's requirements, the fleet manager acquired a fundamental knowledge of the actions and functional flow necessary for fleet management. Examples of these tasks include placing orders for supplies and components, setting up preventative maintenance appointments, etc.

Maintenance preventive maintenance, the most widely used maintenance policy (Ozekici, 1995). Wang (2003) classifies replacement policies in age or mileage based, repair limit based or up to failure. More recently, 'predictive maintenance' is being employed, which uses sensor data to monitor a system, then continuously evaluates it against historical trends to predict failure before it occurs.

In aircraft maintenance, repair and overhaul services also include inspection, rebuilding, alteration and the supply of spare parts, accessories, raw materials, adhesives, sealants, coatings and consumables for aircraft manufacturing and maintenance, repair and overhaul services. The marine transportation, offshore structures, industrial plant/equipment, and commercial facilities market sectors depend on scheduled or preventive paint maintenance programmers to maintain and restore coatings applied to steel, and concrete and masonry assets in environments subject to attack from erosion, corrosion, and environmental pollution.

The basic categories of maintenance (regular inspections, corrective maintenance, or preventive maintenance), as well as the basic repair functions (from non-repair to complete repair of the vehicle), are also taken into consideration when analyzing each function (Freire & Matos, 2000).

Any form of company enterprise needs the tools or resources to produce the outcomes that are crucial in the dynamic global economy (Murphy, D. 2002). The fleet's equipment will age with time, lengthening the downtime. so, the planned maintenance must be carried out correctly to prolong its useful life.

Relating to DV Quality and security

Low quality Service defect rates, product performance, dependability, certification, and environmental concerns are all examples of quality. The success of every firm depends on quality therefore Vehicle maintenance always makes organization vehicles on Ready to delivery without delay and damages to consumers and Customers today want high-quality items, and business who can provide these things at a lesser cost succeed. Three primary levels- input, output and throughput or process quality- are where the quality is assessed. Most business prioritize quality because they have promised to provide highly quality services and goods but also ensure goods reach safe to their clients (Heckl & Moormann 2010). Therefore, to reach safer to client's vehicles should be maintain timely and stay efficient on road to avoid damages due to accident of machine breakdown where goods fall down and get damage due to machine breakdown because once goods reach with damages to clients Quality is lost hence affect logistic performance of the organization.

2.3.2 Effects of Fuel management on logistics Performance.

An essential component of fleet operating is fuel management. Fuel is compared to the blood that flows throughout the human body. It makes moving the car easier at any given time. It is important to remember that while fleet management and traffic safety are essential to providing services, gasoline is a resource that requires careful management. Fuel management is a significant cost issue in most settings, notwithstanding variations throughout the company (Gitahi and Ogollah, 2014). Relating to dependent variable that is to say cost saving, creating a structured fuel management program is a useful tactic for achieving long-lasting fuel cost savings and Cost reduction for fleet operations this will cut fuel consumption in all automobiles to certain percentage hence improve logistic deliveries to available funds for fuel and product deliveries To monitor, cut back on, and maximize gasoline-related costs, businesses implement fuel control and management designs for vehicles. The most common ways to learn about fuel level and usage are to place a gasoline level sensor directly in the fuel tank or attach a GPS tracker to the vehicle's on-board computer. This operation produces thorough records that show which drivers squander the company's fuel and whose cars consume excessive amounts of it and therefore, since effective fuel management has a significant impact on the competitive advantage of the company, operators must put in place the proper measures to encourage it (Ibid).

Fuel usage in heavy construction operations is one of the critical problems in considering the cost. Construction trucks and machinery overall has more fuel usage because of its huge mass and its full loads of construction raw materials. Additionally, the driving situation on construction sites frequently has uneven geography settings and the driving routes regularly face recurrent steep gradients, which lead to high fuel usage and at the same time the trucks, must travel at low speed. Machinery manufacturer effort continually

on upgrading the fuel efficiency of the construction equipment parallel from the vehicle design point of view and expectation of the road condition, subsequently a decline of a little portion points in fuel usage can affect considerable cost savings (Jiali, 2017).

After outlining a wide range of factors that have an impact on fuel, Latto, and Baas et al. (2005) specify that driver education, speed management, better fleet management procedures, improved in-cab temperature control, matching vehicles to the transport task, better maintenance management, and better Tire management are possible measures to increase fuel efficiency.

The study by Alfonso P. Orla. S & Luk N. (2009) explores the use of data collection and analysis in monitoring and evaluating Field VFM, particularly in the context of international humanitarian organizations. It discusses various fuel management systems, including card-based systems, on-site systems, total fuel management systems, and mobile fuel management. The study also highlights the challenges posed by the increasing use of biofuel, such as the risk of microbial growth and deteriorating fuel quality over time.

According to the findings of their study, they identified fleet fuel management as one of the nine tools of real-time Fleet Management that are now available and observed that fuel management in dynamic fleet management systems has been a key instrument in the operation of vehicles. The use of personalized cards for all fuel-related transactions helps to prevent irregular or unauthorized activity and enables the gathering of all pertinent data, including date, time, location, odometer reading, driver name, product type, unit and cost per unit, and total cost (Borirug, Fung, & Philuek, 2009).

Relating to DV Cost reduction

Fuel management increase Fleet productivity by making drivers and fleet managers more productive. The use of fleet telematics is critical to improving efficiencies within your fleet logistics. These applications will track fuel consumption, streamline and improve routing, and safety.

The use of reports provided by telematics applications such as Geotab can ensure your fleet operators are working at peak productivity making cost to be reduce in logistics operation causing improvement in logistic performance While no employee is capable of 100% efficiency all the time, reports can tell you where fixed and variable costs of your fleet can be trimmed.

Custom reports can also provide reports for fleet drivers and maintenance staff. This encourages a ground up approach to productivity that allows all staff to engage in fleet efficiency, reducing the responsibility of fleet managers to micromanage drivers and other fleet staff.

Telematics are your first choice when reducing your fleet management operational costs. Utilizing this one change can effectively allow you to better manage your fleet's fuel efficiency, safety, maintenance and overall productivity.

2.3 Effects of Vehicle Crew management on logistics performance

The maintenance of cars in excellent condition is a major driving duty. Drivers must have the necessary training to maintain cars and should be able to fix issues that develop while operating the vehicle. The effectiveness of fleet management also depends heavily on vehicle inspection. Fleet cars must undergo thorough inspections on a regular basis to determine if they are fit for use on the road or whether they comply with local requirements. When a breakdown happens While driving, the driver should be able to give first aid to the vehicle while also being able to swiftly recognize and address issues. Particularly proved to be a successful way to proactively enhance workplace health, resilience training may be given priority in any intervention approach to treat workplace stress (Hesketh et al., 2015). In many businesses, it is not feasible to teach staff members on a large-scale program about the usage of new technology. Organizations do this, though, by giving user departments the right information in the right manner. Employees are also provided training documents to promote rapid and simple adoption of new equipment inside the company. Other techniques, such as brief presentations, posters, and announcements with advice on how to make changes, are crucial for improving drivers' abilities and knowledge in providing high-quality service. Therefore, we propose that driver management and training have a greater impact on service delivery and overall competitive advantage (Ibid).

The steps included creating a thorough persistent checklist, making sure drivers comply and account for their action, comply in hiring process for drivers, teaching, and coaching them about comply with vehicle standards and visual inspections, holding regular monthly driver forums, cultivating a culture where drivers can step in and stop any unsafe or non-compliant behavior, and creating monthly feedback reports on individual driver performance.

The best approach is to properly manage your drivers and operators. To guarantee that both workers and the public are not put at danger, it is crucial to approach driver selection and management in a knowledgeable manner. Driving affects a person's physical and emotional well- being. Mejza et al. (2003) identified careful hiring processes and formal reward systems as best practices for driver management in United state motor carriers, enhancing Performance. They are expected to work long hours and have limited access to nourishing meals and roadside assistance, which might have an adverse effect on their health. Additionally, drivers are required to focus for lengthy workdays. They typically don't communicate much with other people and are impacted by things they can't control, including weather and traffic. To ensure that

they and other road users are not put in danger, drivers require the help of their companies. Because of the existing shortage of qualified drivers and candidates wishing to pursue professional driver training, concerned company owners are increasingly realizing their moral responsibilities to manage their workforce effectively (London, 2006).

2.4 Relating to the Dependent Variable Delivery Reliability in Logistic Performance

Delivery refers to how soon a good or a service is given to clients. It also takes a new product's time-to market into account. Therefore, vehicle crew management when properly train and manage logistics indicators like timely delivery of products and services to consumers can easily be achieved and logistics performance may skyrocket since drivers are module and operate well because of the qualities they have

According to White (1996), perceived relative dependability, reliability in comparison to rival, percentage of the on-time delivery, adherence to due dates, and percentage rise in the share of delivery promises met are all important factors. As indicators of the delivery reliability, consider the percentage of orders with incorrect quantities, schedule's attainment, average delay, and percentage reduction in lead time per product line, percentage increase in output, percentage reduction in purchasing lead time, and percentage reduction in average turnaround time per warranty claim. The indicators of the delivery dependability are generally agreed upon by scholars (Razaq 2013).

2.5 Empirical Literature Review

Orr and Kemper (2009) conducted a study on improving logistics performance through automatic vehicle management. The study found out that automatic vehicle management system has proved to be rewarding in where it has been positioned. It has created an allowance for better administration of important capital investment of the company, not limited to fleet and human resources. The overall operational efficiency has improved while miles driven have been reduced. Team is most probable to drive less risky and are following the accepted standards of driving. An evaluation of the effects of logistics management apps on the effectiveness of operation at MSC, Kenya was done in Mukolwe and Wanyoike. His study's objectives was to assess the effects of logistics management software on MSC, Kenya's Operational Effectiveness.

The study found out that improving organization's internal and external operations through effective information outflow management. Task automation greatly improves accuracy, operational efficiency, and scrap reduction. Practices for managing transportation and distribution allow for the quicker and economical outflow of resources which boost operational effectiveness. The study recommends a tactical plan for managing logistics applications by implementing cutting-edge technology and personnel training.

Fleet management systems are very important, the successful introduction of these system has become a key issue (Yi-Chung Hu et al, 2015). Concerning on operational fleet management, Scott (1998), the two tools that can be used to improve operational efficiency are the minimization of fuel consumption and the maximization of vehicle utilization while still meeting required service levels.

Kersten (2017) study result pointed out that weak logistics practices particularly vehicle fleet management have caused delays in implementation of government services and projects, thereby delaying service.

Similarly, Aflabo (2020) finding shows that if the other variables are held constant (repair and maintenance, fuel management, vehicle tracking) competitive advantage will increase as increase practices of driver management and training.

A sizeable number of scholar's have applauded fuel management as a key transport management component that facilitate the movement of vehicles at any point in time (Kamalanathsharma & Rakha, 2016). Fuel management aspects such as monitoring fuel consumption rates fuel procurement, allocations of fuel, and monitoring fuel usage rates influence the ability of an organization to respond to its customers (Gitahi & Ogollah, 2014). Similarly, research by Aflabo et al. (2020) highlighted that proper fuel management can reduce vehicle fuel consumption, which in turn saves an organization's financial resources.

In addition, Chiparo et al. 2022) found that fuel management aspects, such as fuel-efficient driving techniques and rout optimization, can significantly reduce an organization's carbon footprint. An organization to monitor fuel quality, test fuel samples, and implement quality control measures to ensure that the fuel meets established standards. Effective fuel management requires continuous monitoring and reporting of fuel consumption, inventory levels , and other key metrics (Gitahi & Ogollah, 2014). This information can be used to identify trends, track performance and make informed decisions about fuel management strategies. There is a general agreement in the literature that fuel management significantly influence organizational performance (Chiparo el at., 2022; Gitahi & Ogollah, 2024). According to Sgarbossa and Russo, (2017), older vehicles constitute a small proportion of entire vehicle fleet and yet they contribute to a disproportionate amount of both economic and social motor vehicle costs.

Driver training, vehicle maintenance and vehicle design are range of relative low-cost measures that can save 10% or more fuel for fleet operation (Bass & Latto 2005). However, Bell (2013) noted that properly changing of oil can help increase the lifespan of vehicle engine by using fuel additives to ensure that the engine injectors are always clean. When vehicles oil is not change adequately it will permit dirt, particles, and acidic substance to degrade the engine parts. Chevrolet (2015) states that oil change is related primarily to gas mileage and can result to a decrease in fuel economy.

Vehicle parts are replaced as a function of the odometer except for batteries. Maintenance cost according to the New Zealand Agency (2005) makes up between 5% and 10% of vehicle's operating cost in developed countries, which help to maintenance costs increase with vehicle age and operation intensity.

Research has indicated that the maintenance cost increase as the delivery distance and weight increase as is the case in Zimbabwe where maintenance cost is much higher than in developed countries reaching between 25% and 35% of operating cost.

The maintenance system plays a very important role, as does many other systems within an organization.

The maintenance system must be considered carefully because this system can have Greater influence on the overall performance of the organization. Maintenance expenditures in the UK's Manufacturing industry (as an example) range from 12 to 23% of the total operation cost (Cross, 1998; Dekker, 1996) reported that, in refineries, maintenance spending is about 30% of the total staffing costs. The mining industry spends between 40 to 50% of operating costs on maintenance (Campbell, 1995) showed that, in a case study of data presented on a six-year-old, 75,000-ton bulk carrier, maintenance cost account for the largest proportion of operation cost (40%) based on the sample surveyed. Therefore, issue of how to conduct maintenance optimally must be given careful consideration to reduce the great cost of such maintenance.

The importance of maintenance has generated an increasing interest in the development and implementations of optimal maintenance strategies for improving system reliability, preventing the occurrence of system failures, and reducing maintenance cost of deteriorating systems. Similarly, maintenance spare parts planning and control also has a significant financial impact.

A study conducted by Aberdeen Group (2003). In 2003, spare parts sales and services (mostly maintenance) accounted for 8% of the gross domestic product in the United States and study by Deloitte (2006), among 120 large manufacturing companies in North America, Asia Pacific and Europe shows that service revenues represent more than 25% of the total business (Art, 2013). Bass (2012) come with finding the case studies results related to adopting fuel saving measures that fleet managers often do not have any formal training in financial management and therefore don't have a good handle on what truck cost to run over its lifetime rather, fleet managers very few are putting effort to saving fuel despite the financial benefits (Bass, 2012). Beside of this, Central to a fleet management program is fleet driver training. The idea behind this training is to reduce the risk encountered by fleet drivers, it has several additional benefits including reducing fuel cost, gaining a discount on insurance premiums and most importantly, lowering the risk of crashes (Baker, 2016). Similarly, Lyne and Lockwood (1998) study show that providing training for drivers are important to people with involvement and relations as being integral to organizational success.

Chapter Three

Research Methodology

3.0 Introduction

This chapter focuses on the research techniques that were used to get the data for study. It covers the research design. Study population, sample selection and size data collection and data analysis. It also brings out the limitations of the study.

3.1 Research Design

Cooper and Schindler (2003) summarize the essentials of research design as an activity and time-based plan; always based on the research question; guides the selection of sources and types of information; a framework for specifying the relationship among the study variables and outlines the procedures for every research activity.

The study adopted a case study research design. Which employed both qualitative and quantitative approach to ensure that data collected are critical for analysis and descriptive interpretation this research design was used to collect snap shot data and analysis of relationship between study's variables (Supplier and quality performance)

3.2 Population

Targeted population refers to the entire group of individual or objectives from which the study seeks to generalize its findings (Cooper and Schindler, 2003). This study population was 45 employees from Feat Africa as Shown below.

Table 1: Population

Category of Study Population	Number
Feat Africa fleet mechanics	3
Drivers and tan man	8
Field staff Riders	27
Fleet management Team	5
Finance Team	2
TOTAL	45

Source: Feat Africa (2024)

3.3 Sample Size

A sample size is a subset of the population to which researcher intends to generalize the results. Any statements made about the sample should also be true of the population (Orodho, 2002). The sampling design is stratified random sampling to select respondents because of homogeneity of the respondents.

Purposive-judgment techniques will be employed because the method will be confined to specific types of people who will provide the desired informed either because they are the only ones who pose it or conformed to the criteria set by the researcher (Kothari 2001).

A sample size of 45 respondents was used this means all employees at Feat Africa participated as shown in the table below.

Table 2: Showing Sample Size

Department	Population Size	Sample
Target Population	45	45
Total	45	45

Source: primary source (2020)

3.3.1 Primary data

The main data collection instrument that was used in this study was questionnaire. This was used for the purpose of collecting primary quantitative data. Additionally, the questionnaires were used for the following reasons: its potentials in reaching out to a large number of respondents within a short time; able to give the respondents adequate time to respond to the items; offers a sense of security (confidentiality) to the respondent and it is an objective method since no bias resulting from the personal characteristics during interviews. Every item on the questionnaire addressed an objective of the study. The questionnaire is close-ended questions

The primary data was collected to explore the originality of the data through gathering information relevant to the study, Primary data was obtained from respondents from Feat Africa Uganda. By the use of questionnaires, the researcher gathered data from respondents which in fact are the primary concern of this survey design approach.

3.3.2 Secondary Data Collection

Secondary data collection was used to supplement the primary data where data obtained especially from Annual Report of Feat Africa Uganda. Library text book, and News Papers.

3.4 Research instruments

3.4.1 Questionnaire

The main data collection instrument used in this study is the questionnaire. This was used for the purpose of collecting primary quantitative data. Additionally, the questionnaires was used for the following reasons: its potentials in reaching out to a large number of respondents within a short time; able to give the respondents adequate time to respond to the items; offered a sense of security (confidentiality) to the respondents and it was an objective method since no bias resulting from the personal characteristics during interviews. Every item on the questionnaire addressed an objective of the study. The questionnaire had close-ended questions; the questions were according to the theme of the study.

Kotheri (2008) stated that, questionnaire is very economical in terms of time, energy and fiancé. Similarly, it yields quantitively data which is very easy to collect.

The strength of a questionnaire over other instruments is that information can be collected from large samples and opportunity for bias is reduced since it is presented in paper form and confidentiality is upheld.

3.5 Validity and reliability of the research Instrument

According to Mugenda and Mugenda, (2003), validity is a measure of relevance and correctness. It is the accuracy and meaningfulness of inferences which are based on the research results. Validity was ensured by having objective questions included in the questionnaire and by pre-testing the instrument used to identify and change any ambiguous, awkward, or offensive questions and technique as emphasized by Cooper and Schindler (2003). Expert opinion (for this study was the research supervisor) was requested to comment on the representativeness and suitability of questions and give suggestions of corrections to be made to the structure of the research tools. This assisted to improve the content validity of the data that was collected.

Table showing content validity index

Domain Knowledge	Relevance				
	Expert 1	Expert 2	Expert in agreement	I-cvi	Universal Agreement
1	3	4	2	1	1
2	4	4	2	1	1

3	1	3	1	0.5	0
4	3	3	2	1	1
5	3	3	2	1	1
6	4	4	2	1	1
7	2	3	1	0.5	0
8	4	4	2	1	1
9	3	3	2	1	1
10	4	4	2	1	1
Proposal Relevance	0.8	I	S-CVI	0.9	0.8

Content validity index (CVI) was used to measure the relevancy of the questions use to measure the study variables of fleet management strategies and a four-point scale of relevant quite relevant, somewhat relevant and not relevant was to collect the responses from two experts in the area of study. A proportion of relevant and quite relevant was computed to get the CVT'S of the two experts. The reliability tests perform was used Cronbach alpha coefficient to determine the internal consistency of the Likert scales was used to measure the study variables indicate alpha coefficients for all variables above.

Therefore, following analysis of two expert the content validity Index was found to be 0.8 therefore according to David (1992) a content validity index of 0.8 for two expert is valid for a questionnaire. Based on above calculation, I can conclude that S-CVI, S-VI Ave based on proportion relevance and S-CVI UA Average meet satisfactory level, and thus the scale of the questionnaire has achieved satisfactory level of content validity.

3.6 Research Procedure

The Researcher first Explore problems and develop a detailed understanding of a phenomenon Feat Africa face on Fleet Management. secondly, he Conducted a literature review, thirdly he Determine the objectives and research question in general based on the experience of research participants. Fourthly he Select participants according to research needs and ask their permission to collect data and fifth the researcher Collected data based on information from several individuals so that the responses of research participants are obtained from the questionnaires given to them. In the six procedure the researcher analyzed the data to determine the description and theme of the data by using text analysis and interpreting the larger meaning of the findings. Lastly the researcher wrote reports.

3.7 Data Analysis

Data from the field was compiled, sorted, edited and coded to have the required quality, accuracy and completeness. The data was then put into computer using the statistical package for social sciences (SPSS v 10.0) for analysis. Cross tabulation was used to establish the relationship between the study variables. The regression analysis was used to establish the combine effect of study variables (fleet management strategies) on the independent variables and (Logistics performance) as dependent.

Data for this research is both quantitative that is to say Data coded was entered into SPSS program to generate measures of central tendency tallying was done with regard to outcomes from respondent's variable and tables was used to represent the outcomes.

3.8 Ethical Considerations

Ethics as noted by Minja (2009) is referred to, as norms governing human conduct which have a significant impact on human welfare. In this study, confidentiality was of concern as the information relevant to the study was of strategic importance. In this regard, the names of the respondents were not disclosed. Voluntary participation: all who participated were not coerced into participating in the research. The researcher ensured that guarantees to the participants concerning confidentiality were given and strictly observed. Information was not made available to anyone who was not directly involved in the study. The strict standard of anonymity was employed which meant that the participant remained anonymous throughout the study even to the researcher. Other ethical issues put in check included; Honesty: The researcher strived to maintain truthfulness in reporting data results by ensuring that there is no fabrication, falsehood, or any misrepresentation of data. Objectivity: The researcher avoided bias in research design, data analysis, and data interpretation and among others. Respect for Intellectual Property, copyrights, and other forms of intellectual property by accrediting and acknowledging of contributions from various parties.

3.9 Limitations of the Study

- i) Uncooperative behavior of some respondents, un-approachable respondents and those that was reluctant to give information. The researcher endeavored to assure the respondents that the facts discussed to remain confidential.
- ii) Some respondents were not being able to complete the questionnaire by themselves because of failure to interpret the questions. The researcher mitigated this by appointing research assistants who administered some questionnaires

iii) Time allocated to complete the necessary research exercise was not be enough because some of the respondents Were not available at the appointed time.

iv) financial limitation in printing the questionnaires

3.10 Delimitations of the study

Staffs were willing to respond to the questionnaires but also the questionnaires were distributed to all the branch staff using their emails and they print out for their answering that reduced movement of the researcher.

Chapter Four

Data Presentation, Analysts and Interpretation

4.1 Introduction

This chapter presents the results of the primary data which was collected through the use of closed ended questionnaires. Both descriptive and inferential statistics were used to analyze the data. The results were analyzed from response rate, back ground information and objective by objective.

4.2 Response Rate

Out of 45 questionnaire's which were issued 42 were correctly filled and returned thus they formed a response rate of 94%, 3 were not correctly filled and they constitute 6%. The response rate was appropriate since according to Kothari (2007) a response rate of more than 70% is appropriate for analysis.

Table 4.1: Shows Response Rate

Sample size	Number	Percent
Correctly filled and returned	42	94
Not correctly filled	3	6
Total	45	100

4.3 Demographic Information

The study sought the demographic characteristics of the respondents in the study, specifically the gender, age and highest level of education but also the marital status of the respondent

4.4 Gender of the respondent

Finding on the gender of respondents were considered and can be evidenced in the table below.

4.2 Shows finding on gender composition of the respondents.

Gender	Frequency	Valid Percent	Cumulative percent
Male	22	52	52
Female	20	48	100
Total	42	100	

Source: Primary data (2024)

The study sought to assess the gender of the respondents. The information collected is as shown in table above. The findings in table 4.2 show that majorities 52% of the respondents were male and 48% were female this implies that there was almost an equal gender representation among those who took part in this research.

4.5 Age group of respondents

The study captured different age brackets of respondents in order to establish the most prevalent group, the respondents were asked to state their age. The distribution was as in the table below.

Table 4.3 Table Shows finding on Age Distribution of Respondents

Age	Frequency	Valid Percent	Cumulative Percent
18-25 Years	21	50	50
26-35 Years	11	26	76
36 and above	10	24	100
Total	42	100	

Source: Primary data (2024)

Table 4.3 Shows majority of the respondents were between the age group of 18-25 years 21 which is represented by 50%, followed by respondents in the age group of 26-35 years were 11 and constituted of 26%, those in the age group of 36 years above were 10 and comprised of 24%. This means that most of the respondents who participated in this research were from the age bracket of 18- 25 years.

4.6 Education level of the Respondents

Table 4.4 Shows finding on Education level of the respondents

Education level	Frequency	Valid Percent	Cumulative percent
Secondary	6	14	14
Certificate	9	21	35
Diploma	8	19	54
Degree	15	36	90
Post graduate	4	10	100
Total	42	100	

Source: Primary data (2024)

From table 4.4 14% of the respondents were secondary level holders, 21% were certificate holders, 19% were diploma holders, 36% were degree holders and 10% were post graduate holders. This implies that respondents had the capacity to answer questions in the questionnaire.

4.7 Period spent working with Feat Africa

Table 4.5 shows finding on Period spent working with Feat Africa

Time of service	Frequency	Valid Percent	Cumulative percent
Less than a year	6	14	14
1-2 years	12	29	43
3-4 years	15	36	79
5 years and above	9	21	100
Total	42	100	

Source: Primary data (2024)

From table 4.5 14% of the respondents had spent a period of less than a year, 29% had spent 1 - 2 years, 36% had spent 3-4 years and 21% had spent 5 years and above. This means that respondents had experience regarding the study.

4.3 Findings Variables

The first objective of the study sought to establish the relationship between fleet management strategies and logistics performance to achieve this, the respondents were requested to indicate their levels of agreement on several parameters of the relationship between fleet management strategies and logistics performance. The responses ranged from strongly agreed, agreed, strongly disagreed, disagreed and not sure. Percentage was used to summarize the study findings as shown in Table 4

4.3.0 Presentation of findings based on the specific objectives

4.3.1 To find out the extent to which vehicle maintenance influence logistics performance at feat Africa Organization.

Table 4.6 Summary of responses on how vehicle maintenance influence logistics performance in Feat Africa Organization Uganda

No	Statement	SD	D	NS	A	SA	Total
		1	2	3	4	5	%
		Frequency of respondents					
	Vehicles Maintaining						100

1	The organization has successful vehicles repairs.	2 4%	10 24%	6 14%	10 24%	20 48%	100
2	The organization has successful motorbike repairs	3 7%	2 5%	7 17%	16 38%	14 33%	100
3	The organization garage has qualified engineers	3 7%	12 29%	10 24%	9 21%	8 19%	100
4	The organization has regular Vehicle servicing	5 12%	8 19%	1 2.3%	11 26.2%	17 40.5%	100
5	Organization has regular motorbike services	6 14.3%	4 9.5%	2 5%	10 23.8%	20 47.6%	100
6	The organization has well organized control mechanism for genuine spare parts usage.	2 5%	7 16.7%	13 31%	12 28.6%	8 19%	100
7	Repair and maintenance garage complete Automobile service timely.	7 16.7%	10 23.8%	15 35.7%	3 7%	7 16.7%	100
8	Drivers of the organization give proper Update on need for automobile repair	2 5%	2 5%	5 11%	10 24%	23 55%	
9	The fleet department handles repairs and maintenance timely.	1 2%	7 17%	13 31%	10 24%	11 26%	100
10	Frequent accident with organization automobiles increases repairs.	4 10%	1 2%	2 5%	15 36%	20 47%	100

Source: Primary data (2024)

From table above, on statement whether the organization has successful vehicle repairs 48% of the respondents strongly agreed, 24% agreed, 14% were not sure, 10% disagreed and 4% strongly disagreed.

Therefore, this shows that vehicle repairs is done regularly since 72% of the respondents were in agreement. While on statement whether the organization has successful motorbike repairs 33% of the respondent strongly agreed and 38% agreed, 17% respondents were not sure, 5% disagree and 7% strongly disagree therefore in conclusion motorbike repairs has been successfully done since 71% of the respondents were in agreement.

On the statement whether the organization garage has qualified engineers 19% of the respondent strongly agreed and 21% agreed, 24% not sure, 29% disagreed and 7% strongly disagreed.

Therefore since 40% of the respondents were in agreement and 36% were in disagreement, it means that the organization has moderate qualified engineers working in the garage meaning the organization has to employ more qualified train engineers to work in the garage.

On statement whether the organization has regular vehicle servicing, 40% respondent strongly agreed and 26% agreed while 2% were not sure and 19% disagreed and 12% strongly agreed therefore vehicle servicing was regularly done since 66% respondent were in agreement but also on statement whether there is regular servicing of motorbikes 47% strongly agreed, 23 agreed and 5% were not sure 10% disagreed and 14 strongly disagreed this drawn a conclusion that motorbike servicing has been regularly done since 70% respondent were in agreement dominating 24% respondents who were in disagreement and 5% who were not sure.

On statement whether the organization has well organized control mechanism for genuine spare parts usage, 19% strongly agreed and 28.6% agreed while 31% respondent were not sure and 16.5% disagreed and 5% strongly disagreed this means that the organization has moderate control mechanism of genuine spare parts which needed improvement.

On statement whether the repair and maintenance garage complete automobile service timely 16.7% of respondents strongly agreed and 7% agreed while 35.7% were not sure, 23.8% disagreed and 16.7% strongly disagreed this mean that there was no timely repair and maintenance of automobile since only 23.8% of the respondents were in agreement and 31% were not sure meaning the organization has to step up their fleet management policy to accelerate timely repairs of the automobiles.

On statement whether drivers of the organization give proper updates on need for automobile repairs, 55% strongly agreed, 24% agreed and 11% not sure, 5% disagreed and 5% disagreed strongly this indicate that drivers update fleet management department timely since 79% of the respondent were in agreement dominating 10% respondent who were in disagreement.

On statement whether fleet department handles repairs and maintenance timely, 26% of the respondent strongly agreed and 23.8% agreed while 31% were not sure but also 17% disagreed and 2% strongly Disagreed this bring us to conclusion that there has been moderate way of handling repairs and maintenance timely indicated by 50% respondents who were in agreement dominating 19% respondent in disagreement

and 31% who were not sure this drive to conclusion that the organization of Feat Africa Need to improve on handling repairs for timely result to be achieved.

Lastly on statement whether frequent accident with organization automobiles increase repairs cost 47% of the respondent strongly agreed and 36% agreed while 5% Were not sure 2% disagreed and 10% strongly disagreed this bring conclusion that frequent accident with organization Automobiles surely increase repairs justified by 83% respondent who were in agreement higher than 5% respondent who were in disagreement this drive us to conclude that management has to reduced accident cases by training all drivers and riders on safety driving measures but also recruited well trained and qualified staff who know how to ride and drive safely.

4.3.2 To find out the extent to which Fuel management influence logistics performance at Feat Africa Uganda,

Table 4.7 Shows summary of response on influence of fuel management on logistics performance at Feat Africa Organization Uganda

s/n	Statement	Response Category					in100 percentage
		SA	D	NS	A	SA	
		1	2	3	4	5	
1	The vehicles have alarms installed to detect fuel leakage	16 38%	4 10%	6 14%	14 33%	2 5%	100
2	The organization maintains recommended tone to carry load this reduce fuel consumption	3 7%	6 14%	4 10%	14 33%	15 36%	100
3	The organization allocates enough fuel coupons for field missions	7 17%	8 19%	6 14%	11 26%	10 24%	100
4	There is a timely follow up for fuel consumption	1 2%	3 7%	8 19%	13 31%	17 41%	100
5	The organization has potential fuel Suppliers all over the regions	5 11%	2 5%	0 0%	15 36%	20 48%	100
6	The organization allocate sufficient budget for fuel cost	9 21%	2 5%	8 19%	12 29%	11 26%	100
7	Feat Africa use Driver's fuel cards to monitor fuel purchase frequency	2 5%	10 24%	6 14%	16 38%	8 19%	100

8	The Organization has better route planning	9	3	1	10	19	100
		21.4%	7.1%	2%	24%	45.2%	
9	The fleet management team keep the recommended tyre pressure	4	6	2	12	18	100
		10%	14%	5%	29%	42%	

Source: Primary data (2024)

From table above, on statement that the vehicles have alarms installed to detect fuel leakage on Feat Africa automobiles, 5% of the respondents strongly agreed and 33% agreed while 14% were not sure but also 10% disagreed and 38% strongly disagreed this mean that the level of disagreement was high shown by 48% level of disagreement compared to 38% level of agreement meaning the organization automobiles does not have installed alarm devices or has less device installed this brings the researcher to conclude that feat has to installed alarms to detect leakages in their automobiles.

On the statement whether Feat Africa maintains the recommended tone to carry load to reduce fuel consumption 36% of the respondents strongly agreed and 33% agreed while 10% were not sure, 14% disagreed and 7% strongly disagreed therefore since 69% of the respondent were in agreement this means the fleet department has been maintaining the recommended tone of all truck load. However, needed more improvement since 21% shows level of disagreement excluding 10% those who were not sure therefore more emphases needed to encourage staff like drivers and riders follow recommended load tone in every truck and automobile when performing assigned tasks.

On the statement whether the organization allocate enough fuel coupons, 24% of the respondents strongly agreed, 26% agreed while 14% were not sure, 19% disagreed and 17% strongly agreed therefore in conclusion 50% respondent were in mutual agreement that there is enough fuel coupons allocated for field activities compare to 38% level of respondent in disagreement this mean that there is moderate allocation of fuel coupons for field activities which needed more improvement.

On the statement whether there is timely follow-up of fuel consumption, 41% of the respondent strongly agreed, 31% agreed and 19% not sure while 7% disagreed and 2% strongly disagreed therefore, based on the result there is consistent follow-up of fuel consumption by responsible staff indicated by 72% level of respondents in agreement which is higher than 9% level of respondent in disagreement and 19% respondents who were not sure

On the statement whether the organization has potential fuel suppliers all over the region 48% strongly agreed, 36% agreed 5% disagreed and 11% strongly disagreed this indicate that Feat Africa has potential

suppliers all over the region of Uganda shown by 84% level of agreement higher than 16% level of disagreement by respondent.

On statement whether the organization has allocation of sufficient budget for fuel cost, 26% of the respondent strongly agreed, 29% agreed while 19% were not sure but also 5% of the respondent disagreed and 21%strongly disagreed so for this case the analysis tell us based on the level of frequency 55% of the respondent were in agreement that the organization provides sufficient budget for fuel cost than 26% of the respondents who were in disagreement.

On the statement whether Feat Africa uses driver’s fuel cards to monitor fuel purchase, 19% of the respondents strongly agreed and 38% agreed but also 14% were not sure and 24% disagreed and 5% strongly disagreed therefore, the researcher found out that 57% of the total respondents were in agreement than 29% respondents who were in disagreement this therefore means that there was active usage of fuel cards to monitor fuel purchased.

And on statement whether the organization has better route planning, 45.2% of the respondent strongly agreed, 24% agreed while 2% were not sure as 7.1% disagreed and 21.4% strongly agreed so the researcher concluded that there was better route planning since 69% of the respondents were in common agreement than 28% of the respondents who were in disagreement.

Lastly on the statement whether fleet management keep tyre pressure of automobile, 42% of the respondent strongly agreed, 29% agreed but also 5% were not sure and 14% disagreed while 10% strongly this brings conclusion that drivers always follow recommended pressure in every car justified by 71% respondent in agreement than the 24% respondent level of disagreement.

4:3:3 To find out the extent to which vehicle crew management influence logistics performance of feat Africa organization Table 4.8 Summary of response on influence of vehicle crew management on logistics performance

No	Statement	Response category in					100 %
		SD 1	D 2	NS 3	A 4	SA 5	
1	The organization has well-organize supervision method on Drivers and riders	2 5%	11 26%	1 2%	13 31%	15 36%	100
2	The organization sources well trained drivers to drive	4 10%	17 40%	2 5%	9 21%	10 24%	100
3	The organization has assigned a responsible officer to monitor drivers ‘on mission	1 2%	1 2%	5 12%	20 47.6	15 36%	100

4	There is a habit to motivate/reward drivers and riders on field duty	8 19%	4 10%	3 7%	10 24%	17 40%	100
5	The organization contribute to drivers driving License renewal	0 0%	0 0%	0 0%	17 40%	25 60%	100
6	The drivers and riders use telematics to locate themselves on route.	7 17%	15 36%	11 26%	8 19%	1 2%	100
7	Drivers and riders are responsible for the safe, neat, and lawful Driving.	4 10%	5 12%	6 14%	17 40%	10 24%	100
8	Drivers always fill and properly maintain vehicle logbook for all the distance travelled	5 12%	2 5%	15 36%	12 28%	8 19%	100
9	The organization bans drivers from drinking while driving, instant brake application, over speeding.	3 7%	1 2%	2 5%	15 36%	21 50%	100

Source: Primary data (2024)

From table above, on statement whether organization has well organized method for supervising drivers and riders 36% of the respondent strongly agreed and 31% agreed while 2% were not sure but also 26% disagreed and 5% strongly disagreed this means that the level of agreement was high shown by 67% level of agreement compared to 31% level of disagreement meaning the organization caters for the drivers and riders well when running field activities.

On statement whether Feat Africa sources well trained drivers to drive their cars 24% of the respondents strongly agreed and 21% agreed while 5% were not sure, 40% disagreed and 10% strongly disagreed Therefore since 45% of the respondent strongly agreed and agreed, the fleet department has moderate result meaning Feat Africa has few well-trained drivers since 40% were not sure excluding 10% those who were in disagreement therefore more emphases needed to recruit trained drivers.

Coming to statement whether the organization has assigned a responsible officer to monitor driver on mission, 36% of the respondents strongly agreed, 47.6% agreed while 12% were not sure, 2% disagreed and none strongly agreed therefore in conclusion 86% of the respondents were in mutual agreement that driver is usually assigned supervisors to monitor their activities when on mission.

On the statement whether there is a habit to motivate/reward drivers and riders on field duty 40% of the respondent strongly agreed, 24% agreed and 7% were not while 10% disagreed 19% strongly agreed, therefore, based on the result there are rewards given in terms of periderm's indicated by 64% level of respondents in agreement which is higher than 29% level of respondent in disagreement. On the statement

whether the organization contributes to drivers driving licenses renewal 100% of the respondents were in agreement clearly justifying feat Africa contribution toward licenses renewal.

On the statement whether drivers and riders use telematics to locate themselves on route. 2% of the respondent strongly agreed, 19% agreed while 26% were not sure and 35% of the respondents strongly disagreed and 17% disagreed indicating Feat Africa level of using telematic to locate drives route is very low therefore feat Africa has to buy telematics or GPS and installed to all automobile for easy tracking of drivers and riders on duty.

On the statement whether drivers are responsible for safe , neat and lawful driving, 24% of the responsible respondents strongly agreed and 40% agreed but also 14% were not sure and 12% strongly disagreed and 10% disagreed therefore the researcher found out that 64% of the total respondent were in agreement than the 22% of the respondents who were in disagreement this therefore means that drivers are responsible for safety while driving on road but also ensure keeping lawful act expected of them.

And on the statement whether drivers and riders always filled and properly maintain vehicles log books for all the distance travelled, 19% of the respondents strongly agreed, 28% agreed while 36% were not sure as 5% strongly disagreed and 12% agreed so the researcher concluded that drivers were not consistent in logging in and out of the logbooks whenever driving and maintaining is poor justified by 47% moderate level of agreement this means the feat Africa fleet management need to put more emphases on drivers and riders logging in before using any automobile.

Lastly on statement whether the organization bans drivers from drinking while driving, 50% respondent strongly agreed, 36% agreed but also 5% were not sure and 2% strongly disagreed while 7% disagreed bring conclusion that for better performance the organization bans drivers from drinking while driving justified by the 86% level of agreement by respondents this is a way of reducing accident occurring but also reduce fleet cost.

Chapter Five

Summary, Conclusion and Recommendation

5.0 Introduction

This Chapter gives a summary of key findings of the study presented according to the objectives of the study. Conclusions are drawn from the findings and recommendation to improve the practice of fleet management strategies and logistics performance in Feat Africa non-governmental organization.

5.1 Summary of Findings

The purpose of the study was to find out the effect of fleet management strategies on logistics performance in Feat Africa organization Uganda.

The study goals was to investigate the impact of fleet management strategies on Feat Africa logistics performance. Vehicle maintenance, fuel management Vehicle Crew management were the three key Variable evaluated to assess their influence on logistics performance.

questionnaires designed 3 were not answered correctly.

Finally, the researcher analyzed the data using frequency distribution tables where data was tallied, percentage was calculated, cumulated beside morgan table was used but also content validity index of 0.8 was found to test the validity of the data because according to David (1992) a content validity index of 0.8 for two expert is valid for a questionnaire. Based on above calculation, I can conclude that S-VI Ave based on proportion relevance and S-CVI UA Average meet satisfactory level, and thus the scale of the questionnaire has achieved satisfactory level of content validity and finally data was presented, analyzed and conclusion and recommendations were drawn based on result found from the study.

The effect of vehicles maintaining on Logistics performance at Feat Africa

The study revealed that the practices of vehicles maintenance and repairs in Feat Africa Uganda has positive influence in logistics performance because result indicted that 72% of the respondents were in agreement that there has been regular servicing practice in the organization. The study also found out that Feat Africa has few trained and qualified engineers staff working in the garage justified by 40% level of respondent in agreement compared to 36% respondent level in disagreement these made the researcher to recommend that feat Africa need to employ more qualified engineers in the garage. 40

The study found out that there was moderate control mechanism for garage spare parts usage, Therefore the fleet department need to style up by introducing good control system of using spare parts for every car on repair and the researcher found out that feat Africa drivers also update management of time when it comes to repairs.

The researcher discovered that there was moderate response of management when it comes to timely repairs of automobiles this sometimes-made engineers work in pressure since repairs are not done timely which needed more improvement by ensuring fiancé are release early to procure spare parts or facilitate maintenance.

The study found out that frequent accident in the organization increase repairs and cost increase these needed the more training of riders and drivers on safety to reduce such expenses but also recruitment of qualified trained drivers and riders can reduce such accident cases.

The effect of fuel management on feat Africa logistics performance

In the study organization, the researcher found out that the organization automobiles do not have alarms installed to detect fuel leakage shown by 48% respondent level of disagreement compare to 38% level of agreement by respondent this made the researcher recommend installation of alarms device in all automobile to detect fuel leakage and other mechanical condition.

The effect of Vehicle Crew Management on Feat Africa's Logistics Performance

Concerning the implementation of vehicle crew management in Feat Africa organization, results show that feat Africa has few well trained and qualified drivers and riders resulting into the frequent occurrence of accident cases in feat Africa but also the study found out that feat Africa drivers and riders do not use telematics and Geographical position station to locate route when carrying activities this made management and drivers hard to locate when travelling.

Lastly study found out that the drivers and riders do not regularly maintain logging in and out when using the automobile hence managing machines becomes a night mare in the organization.

5.2 Conclusion

Since the purpose of the study was to determine the effect of fleet management strategies on logistics performance in Feat Africa Organization Uganda.

According to the findings, fleet management strategies play a critical role in the logistics performance. Logistics performance is directly related with Vehicle maintenance. The organization has the moderate fleet management methods which needs improvement, according to the study score of this variable in the frequency, regular vehicles servicing time schedules', organized control mechanisms for genuine spare parts used in vehicle service and maintenance, repair and maintenance garage finish the service and maintenance on time, regular vehicle servicing time schedules handle compliant regarding service and maintenance appropriately, and this is moderately practiced by the organization, are all parts of the process of repairing and maintaining vehicles. While the logistics performance of the Feat Africa Organization dependent on this

variable and the results shows that any change on maintenance and repair cause increased effect on logistics performance of Feat Africa keeping other variables constant. one of the fleet management dimension fuel management systems: descriptive analysis shows agreement level. In Vehicle maintenance, Staff using the vehicle tracking system for fleet management was strongly practiced in the Feat Africa. Organization used the tracking system to manage fuel consumption and maintenance scheduling, vehicle tracking where it's going a staff was assigned to Monitor and manage logging in and out of logbooks.

The Researcher Discovered that not all Automobile have GPS therefore Feat Africa should install vehicle tracking system on all organization vehicles, modern technology of GPS for vehicle tracking system and motorbikes since there was moderate practice by the study organization.

Vehicle Crew management: According to the study Driver training and management is highly needed to handle drivers mission assignment, successful performance evaluation system for drivers' full performance evaluation system for drivers, needs and lawful operation of the assigned vehicle properly maintain vehicle logbook for all the distance travelled by feat Africa automobiles all drivers to be trained on safety when driving and avoid instant braking.

5.3 Recommendation

Based on the study findings, the researcher suggests the following points as credible recommendations to enhance logistics performance

Feat Africa fleet management prepares a training programs for all members of the fleet department and fleet user staff to improve their knowledge and awareness of the effective use of fleet management and to improve fleet logistics performance. It is necessary to prepare motivated staff to work hard.

The organization fleet manager should monitor speed limits through the GPS tracking as well as monitor drivers' behaviors to reduce fines on road due to over speeding, instant brake application to reduce accident happening while on mission.

System and permanently assign a person to monitor the tracking system online.

Feat Africa logistics and supply chain management should give emphasis for solution for problems encounter in the tracking system by procuring all GPS to all automobiles and ensure all staff are qualified to use by training but also ensure all have driving and riding Licenses.

Fleet management department should be preparing the training manual to update the knowledge of the field workers, like technicians and drivers, community mobilizers to enable them to maintain and use vehicles safely and motorcycles efficiently.

Lastly the feat Africa finance department shall learn to funds repairs and maintenance timely to avoid delays in repairs and working under pressure to meet deadlines.

5.4 Areas of further study

Study on effects of finance policy on Fleet management of Feat Africa Study on impact of fleet strategies on cost.

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3	The organization garage has qualified engineers					
4	The organization has regular Vehicle servicing					
5	Organization has regular motorbike services					
6	The organization has well organized control mechanism for genuine spare parts usage.					
7	Repair and maintenance garage complete Automobile service timely.					
8	Drivers of the organization give proper Update on need for automobile repair					
9	The fleet department handles repairs and maintenance timely.					
10	Frequent accident with organization automobiles increases repairs.					

To find out the extent to which fuel management influence logistics performance at Feat Africa Organization Uganda

	Fuel Management System	SD	D	NS	A	SA
		1	2	3	4	5
1	The vehicles have alarms installed to detect fuel leakage					
2	The organization maintains recommended tan to carry load.					
3	The organization allocates enough fuel coupons for field missions					
4	There is a timely follow up for fuel consumption					
5	The organization has potential fuel Suppliers all over the regions					
6	The organization allocate sufficient budget for fuel cost					
7	Feat Africa use Driver's fuel cards to monitor fuel purchase frequency					
8	The Organization has better route planning					
9	The fleet management team keep the recommended tyre pressure					

To find out the extent to which Vehicle crew management influence logistics performance at Feat Africa organization Uganda

	Vehicle crew Management	SD	D	NS	A	SA
1	The organization has well-organize supervision method on Drivers and riders					
2	The organization source well train drivers to drive					

3	The organization has assigned a responsible officer to monitor drivers 'on mission					
4	There is a habit to motivate/reward an exemplary driver					
5	The organization contribute to drivers driving License renewal					
6	The drivers and riders use telematics to locate themselves on route.					
6	Drivers and riders are responsible for the safe, neat, and lawful Driving.					
7	Drivers always fill and properly maintain vehicle logbook for all the distance travelled					
8	Feat Africa employed drivers who has mechanics knowledge and experiences on automobile repairs and maintenance.					
9	The organization bans drivers from drinking while driving					

Thank you for your time & all your answers are important and supportive for my research

TABLE 2***Morgan Table for Determining Sample Size from a Given Population***

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380

190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note. — N is population size.

S is sample size.