Impact of fleet management to an organisations performance

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J21B12/350

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

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UGANDA CHRISTIAN UNIVERSITY

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DECLARATION

I, MUJUZI RICHARD PAUL, REG No: J21B12/350 do hereby declare that this research report has never been published by any other person and so is purely done by myself with a close guidance of my academic supervisor.

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Name: MUJUZI RICHARD PAUL

Date: 19/09/23

APPROVAL

This research report has been submitted by MUJUZI RICHARD PAUL, REG No: J21B12/350 with the approval of my academic supervisor.

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Contents

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DEDICATION

To my beloved parents, whose unwavering love, sacrifices, and encouragement have been the foundation of my journey. Your support has been my guiding light, and this work is a tribute to your boundless belief in me.

To my dearest friends, who have stood by me through every challenge, your unwavering support and uplifting words have been a constant source of inspiration. Your belief in my abilities has fueled my determination.

This dissertation is dedicated to all of you who have been part of this journey. Your love, encouragement, and unwavering belief in me have shaped not only this work but also my growth as an individual. May this dedication reflect a fraction of the gratitude and admiration I hold for each of you.

ABSTRACT

Fleet management is the use of a set of vehicles in order to provide a service to a third-party, or to perform an activity internally in an organization, in the most efficient and productive manner with a determined level of service and cost. The main purpose of this study was to investigate the effect of fleet management on organization performance from the perspective of employee the case of Bollore Logistics Ltd.

The study sought to explore the impact of fleet management on the organization's performance in Bollore Logistics Ltd. The study was guided by the objectives that included to find out the relationship between vehicle tracking and the organizational performance of Bollore Logistics Ltd, to establish the relationship between vehicle fuel management and organizational performance of Bollore Logistics Ltd and to find out the relationship between driver management and organizational performance of Bollore Logistics Ltd. The study population comprised 30 participants that were drawn from selected departments at Bollore Logistics Ltd. A total of 30 questionnaires were successfully returned to yield a 100% overall response rate. Findings deduced from the study proved that a positive correlation existed between fleet management and organization performance. Conclusions and recommendations that for Bollore Logistics Ltd to succeed requires to have constant change and upgrade on their fleet and adopt innovation in managing the fleet.

CHAPTER ONE

INTRODUCTION

1 Introduction

This chapter includes the background of the study, problem statement of the study, purpose of the study, objectives of the study, research questions, scope and significance of the study.

1.1 Background information of the study

Technology continues to remain one of the most important aspects in supply chain organization. It acts as a driving force and helps in fulfilling orders efficiently and speedily. Transportation is at the center of logistics as it represents the physical movement of materials between points in a supply chain. High customer expectations and little tolerance for inadequate performance create a competitive environment for operating a fleet that partially uses current technology, which forces fleet managers to achieve high levels of reliability and cost-efficiency (Chegewaiyaki, 2013).

According to Jonsson (2008) and Waters (2009) the pressure to deliver faster and cheaper has made vehicle utilization an important aspect of fleet management (Gitahi & Ogollah 2014). Better vehicle utilization, proper maintenance, low downtime and timely fleet disposal and replacement lowers operating cost through better planning. Fleet operation planning requires software support with the use of fleet management systems. The aim is to determine routes that will provide the highest overall utilization of vehicle capacity, with as many customers served and the largest amount of goods delivered, at the same time as the delivery times are minimized.

Vehicle fleet management is the proactive management of an organization's vehicle assets, which may include light vehicles, heavy vehicles, specialist vehicles and motorcycles. Fleet management covers a range of functions, including vehicle procurement and financing, vehicle maintenance, vehicles telemetric (tracking and diagnostics), driver and personnel management, speed management, fuel management, and health and safety management.

Effective fleet management is an important and sophisticated activity in every successful business firm/organization. Companies that have the intention of excelling in their fleet management operations in today's competitive market have to adopt effective and robust managerial strategies to coordinate resources that will facilitate their success and enable them to improve their operational performance.

Nowadays, for governmental and non -governmental organization, it is favorable to have a huge fleet of vehicles, since it improves the efficiency and equal opportunity of support activities. Nevertheless, the activities and management of large fleets cannot be easy for logisticians in the field. (Huang et al., 2012).

Fleet management allows companies which rely on transportation in business to remove or minimize the risks associated with vehicle investment, improving efficiency, productivity and reducing their overall transportation and staff costs, providing 100% compliance with government legislation (duty of care) and many more. These functions can be dealt with by either an in-house fleet-management department or an outsourced fleet management provider. (Bekiaris & Nakanishi, 2004). In order to achieve that we have an underlying dependency on the fleet management practices which is basically the function that oversees, coordinates and facilitates various touchpoints within the supply chain right from the period when customer apply for the order till it reaches his delivery location (the last mile journey). (Joerss, et al.,2016).

The study in Zimbabwe on the impact of fleet management on logistics management that is on inventory control and distribution communication in the retail sector proved that a positive correlation existed between fleet management and logistics management and to succeed retail sectors require to have constant change and upgrade on their fleet, master distribution routes and adopt innovation in managing the fleet (Tagwireyi, 2019).

Organizations that manage fleets or a mobile sales force as well as field service organizations are facing many challenges. These challenges include improving compliance and organizational communications, reducing costs, and improving customer satisfaction. As a result, fleet management systems are perceived in terms of how they are able to benefit companies by realizing efficiency and profitability. (Begashaw & Temesgen, 2018). Several organizations in

developing countries seem to be failing on fleet management as evident by increased accident occurrence, increased fleet downtime by more than 56%, failure to replace fleet on time, use of second-hand parts, lack of driver refreshing causes and lack of fleet management software's in place. These challenges seem to have contributed to compromised logistics management as they are evidence of delay in the distribution of products, failure to meet customer needs and wants on the markets (Tagwireyi, 2019).

In order to provide a more realistic route, in fleet management, advanced planning also takes into account specific factors such as road and traffic conditions. Technological communication improvements in the business environment have allowed for better planning through the use of electronic data interchange (EDI), radio frequency identification (RFID), satellite navigation, and so on (Gitahi & Ogollah 2014).

The delivery of public goods and services to the satisfaction of the people has been a dilemma in most developing countries. It is certain that many governments don't function the way they should in order to deliver goods and services to the people for various reasons which hinders operational performance of public organizations. The study is going to address this while considering the impact of fleet management on operational performance of Bollore Logistics.

1.2 Problem statement of study

Fleet management concerns with the control of a company's vehicles which includes the purchase, maintenance, inventory, disposal and work scheduling. As a result of the new business paradigm, in which markets have been increasingly open and competitive, many companies (both public and private) and fleet managers need to focus on how they can improve the performance of their organizations in order to achieve efficiency and productivity for the organization (Borirug et al., 2009). Well managed and maintained equipment can result in (20-30) % or more cost savings on running costs alone, improved efficiency of the users, better acquisition, management and disposal of vehicles can result in even more savings by organizations (Fleet Forum, 2012). Literature reviews also suggest that fuel savings of 10% or more can be obtained through a range of relatively lower cost measures such as driver training, vehicle maintenance, fuel management and vehicle design (Baas, 2012).

However, fleet management especially in private organizations with Bollore Logistics inclusive has not helped in their operational performance. Wassenhove (2010) reported that data on vehicles is gathered and stored using unstructured databases like excel spreadsheets and text files and also there are no updated data/monthly reports on vehicle maintenance, fuel and driver management in majority of public entities (Kibatu 2014). Public entities need to improve their fleet operational efficiency which has an impact on its operational performance.

Also, majority of previous studies mostly explore the impact of fleet management on disaster and relief response, and overall humanitarian logistics perspective (Gitahi and Ogollah, 2014; Pedraza-Martinez and Wassenhove, 2012). This is a major gap in literature and this study addresses these by analyzing the impact of fleet management on operational performance of Bollore Logistics Ltd.

1.3 Purpose of the study

The purpose of the study is to establish the impact of fleet management on organization performance of Bollore Logistics Ltd.

1.4 Objectives of the study

The study will be guided by the following objectives

a) To find out the relationship between vehicle tracking and the organizational performance of Bollore Logistics Ltd.
b) To establish the relationship between vehicle fuel management and organizational performance of Bollore Logistics Ltd.
c) To find out the relationship between driver management and organizational performance of Bollore Logistics Ltd.

1.5 Research questions

1) What is the relationship vehicle tracking and organizational performance of Bollore Logistics Ltd?

2) What is the relationship between vehicle fuel management and organizational performance of Bollore Logistics Ltd?
3) What is the relationship between driver management and organizational performance of Bollore Logistics Ltd?

1.6 Scope of the study

1.6.1 Geographical scope

The study will be conducted at Bollore Logistics which is one of the non-governmental organizations of Uganda. Bollore Logistics is located on Plot M611 Ntinda Road, Nakawa Division.

1.6.2 Subject scope

The study will only focus on the impact of fleet management on organization's performance of Bollore Logistics Ltd.

1.6.3 Time scope

The study is going to use up to date data from Bollore Logistics Ltd. The study will be carried out for a period of six (3) months that is from June to August 2023.

1.7 Justification of the study

The findings of the study will give a comprehensive starting point for further research on fleet management to university academicians since there are few studies in the area.

The study may also be a source of reference to future researchers who may wish to conduct a similar study thus, it may help to close other information gaps that may have not been catered for in this study.

The study findings are expected to have a contribution for the organization to improve their fleet management system and measuring their performance in order to improve their productivity and efficiency.

CHAPTER TWO

LITERATURE REVIEW

2 Introduction

This section reviews the definitions of fleet administration and operational performance, theoretical review and assesses how fleet administration (fleet management practices, vehicle fuel management and driver management and training) is related to operational performance,

2.1 Theoretical review/definition of key terms

2.1.1 Fleet management

Lyton (2018) defines fleet administration as the management of cars, vans, trucks and commercial vehicles. He continued and suggested that fleet administration has contributed to improved logistics management through the implementation of different strategies that included replacement schedule, energy efficiency and improved collaboration between departments. Besiou et al., (2012) claim that a strategy that ensures sustainable fleet administration is one that seeks to minimize environmental effect through the integration of cleaner vehicles and fuels, fuel efficient operation and driving; and by minimizing quantum of traffic it creates on the road.

According to Bruce (2014), fleet administration is the function that oversees, coordinates and facilitates various transport and transport-related activities. The study also provided that fleet administration underpins and supports transport-related activities through the management of the assets that are used and it also aims at reducing and minimizing overall costs through maximum, cost-effective utilization of resources such as vehicles, fuel, spare parts. The transport sector is required to improve its capacity in the field of operation so as to make sure that the organization is performing close to its possible optimal edge. In doing so, organizations need to recruit and select qualified fleet administrators who have the technical know-how to operate fleet data management system (Kothari, 2008).

To address problems in fleet administration, fleet management systems have been designed in-house for internal use to provide a good analysis of the vehicles and driver performance. This

enables the capturing of information on various aspects of fleet usage, maintenance and operations for example repair and maintenance per vehicle, rate of consumption of spare parts, servicing planned and completed, distances travelled, fuel consumption and destinations reached (Begashaw, 2018).

2.1.2 Operational performance

Operational performance is an organization's performance measured against standard or prescribed indicator of effectiveness, efficiency and environmental responsibility such as cycle time, productivity, waste reduction and regulatory compliance in which their measurements are key for continual improvement process (Welansa 2018). Performance metrics are needed in order to measure outputs or results which can be described using words or numbers. According to John Sullivan (2004) metrics generally cover five assessment areas including quantity, quality, time, money and satisfaction.

A broader conceptualization and more effective business performance should include indicators of operational performance. Stank et al. (1999) show that operational performance has a significant effect on customer satisfaction and loyalty, which in turn affect market performance (Stank et al. 2003).

2.2 Relationship between fleet administration and operational performance

2.2.1 Vehicle tracking and operational performance

A vehicle tracking system combines the use of automatic vehicle location in individual vehicles with software that collects these fleet data for a comprehensive picture of vehicle locations. Modern vehicle tracking systems commonly use GPS technology for locating the vehicle, but other types of automatic vehicle location technology can also be used. Vehicle information can be viewed on electronic maps via the Internet or specialized software. Urban public transit authorities are an increasingly common user of vehicle tracking systems, particularly in large cities. (Penton. January 6, 2011) As (Penton, 2011) vehicle tracking systems are commonly used by fleet operators for fleet management functions such as fleet tracking, routing, dispatching, on-

board information and security. Some vehicle tracking systems are bundled with or interface with fleet management software. Along with commercial fleet operators, urban transit agencies use the technology for a number of purposes, including monitoring schedule adherence of buses in service, triggering automatic changes of buses' destination sign displays once the vehicle approaches the bus terminus (or other set location along a bus route such as a particular bus stop along the route), and triggering pre-recorded (or even synthetic speech) bus stop, route (and its destination) or service announcements for passengers. Global Positioning System (GPS) vehicle tracking has rapidly gained popularity among fleet owners as the technology becomes more affordable and easier to access. In general, GPS vehicle tracking utilizes a space-based global navigation satellite system to track time and location information of fleet vehicles. This information is then transmitted to a remote user who can monitor vehicle location, speed, routing, idle time, engine start up and shut down, and much more. This information can be used to improve a host of fleet management operations including the reduction of fuel costs. According to a study by the Aberdeen Groups (a research firm that studies the effects of technology) on business, fleets with GPS tracking installed experience a 13 percent reduction in fuel costs on average.(Udham ,Kumar &Rashid ,2015)

From my perspective, the schoolars accurately present the role and advantages of vehicle tracking systems in fleet management. The integration of GPS technology has indeed revolutionized fleet tracking and management, offering real-time insights that can lead to cost savings, improved efficiency, and enhanced services. The passage effectively highlights the multi-faceted nature of vehicle tracking systems, showcasing their relevance in urban transit and their potential for optimizing various aspects of fleet operations.

2.2.2 Vehicle fuel management and operational performance

Fuel management systems are 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. Fuel management systems are designed to effectively measure and manage the use of fuel within the transportation and construction industries. They are typically used for fleets of vehicles, including railway vehicles and aircraft, as well as any vehicle that requires fuel to operate. They employ various methods and technologies to monitor and track fuel inventories, fuel purchases and fuel dispensed. This information can be then stored in computerized systems

and reports generated with data to inform management practices. Online fuel management is provided through the use of web portals to provide detailed fuelling data, usually the back end of 15 an automated fuel management system. This enables consumption control, cost analysis and tax accounting for fuel purchases.(Lange, H.B.1992).

There are several types of fuel management systems. Card-based fuel management systems typically track fuel transactions based on a fuelling credit card and the associated driver PIN. Reports can then be generated based on fuel consumption by driver, and data can be directly downloaded. On-site fuel management systems may employ fleet refuelling services or bulk fuel tanks at the site. Fuel is tracked as it is pumped into vehicles, and on-site storage levels can be managed. Some fuel companies offer total fuel management systems whereby they provide elements of a card-based system along with on-site fuel delivery and refuelling services. Mobile fuel management refers to a fleet of fuel trucks or tankers which provide fuel supply to commercial fleets of trucks or construction equipment. The increasing use of bio-fuel has introduced another challenge in fuel management. With greater water content, there will be a risk of microbial growth – depending on the storage conditions, the fuel quality will deteriorate over time, leading to clogged filters and loss of productivity. (Hohn, Geoffrey M., 2011)

The schoolars above offer a comprehensive overview of fuel management systems and their significance in various industries that rely on transportation. These systems play a vital role in monitoring, controlling, and optimizing fuel consumption and stock, which is crucial for operational efficiency and cost-effectiveness.

Overall, the dialogue underscores the importance of effective fuel management systems in various industries and highlights the diverse range of technologies and strategies employed to ensure efficient fuel consumption, inventory management, and operational performance.

2.2.3 Driver management and operational performance

It is the responsibility of drivers to keep vehicles in good shapes and condition. Drivers must be provided with the requisite training to take care of vehicles and should be able to attend to problems that arise when using the vehicle. Vehicle inspection is also very important for fleet management to be effective. Fleet vehicles must be properly inspected on regularly basis to check whether they are in good conditions to work on the road or whether vehicle meet regulations in the country of operation. The driver should be able to provide first aid for the

vehicle when a break down occurs on the road whiles ensuring that they are able to quickly identify and respond to problems immediately (Aflabo et al., 2020).

Driver behavior and education are directly imposed with improvements in fuel efficiency and safe driving practices, hence, accordingly driver training is aimed at improving fuel-efficient driving and decreasing incident rates and basing on study findings a number of initiatives were introduced aimed at improving driver behavior and education (Baas, 2012). He also provided that driver management involves steps which included developing a comprehensive prestart check sheet, ensuring that drivers understand that they are responsible and accountable for their actions, improving driver recruitment procedures, educating and coaching drivers about vehicle standards and visual inspections and all these have a positive effect on operational performance of an organization.

Resilience training has especially been proven to be an effective means to proactively improve workplace wellbeing and may be considered foremost in any intervention strategy to address workplace stress (Hesketh et al., 2015).

The training of employees on a largescale program with regards to the usability of new technology is not possible in many organizations but most organizations achieve this by providing information to user department in the most appropriate way. Training manuals are also given to employees to encourage easy and quick adaptation of new machines in the organization. Other methods such as short presentation as well as posters and notices with tips on how improvements can be made are important in enhancing driver's skills and knowledge in delivering quality service delivery.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents different methodologies used in the study and they include; research design, target population, data sources, sampling techniques and sample size determination, data collection tools and techniques, data compilation and analysis, validity and reliability and ethical considerations.

3.1 Research Design

The researcher is going to use cross sectional research design because the design allows the researcher to generate information in a relatively short time from the target population as there is no need of follow up to be done.

3.2 Target Population

A population is a complete set of units to be studied (Kothari, 2004). The study population will comprise of employees from Bollore Logistics Ltd in the fleet department.

3.3 Sources of Data

Data will be collected from both primary and secondary sources. Secondary data sources will be used in the process of relevant literature from textbooks, research papers, journals, internet and dissertations. Primary data will be collected from employees of Bollore Logistics Ltd.

3.5 Sampling Techniques and Sample size Determination

The study will use simple random sampling to select a sample of 30 respondents from the fleet department of Bollore Logistics Ltd. All employees will be assigned numbers and later a sample of numbers will be chosen and employees with those numbers will be required to give information answering the objectives of the study.

3.6 Data collection tools and techniques

The data will be collected using a questionnaire which will comprise of questions which will be expected to answer the questions related to the objectives of this study. A questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents (Abawi, 2017). Section A of the questionnaire will comprise of background information of the respondent, section B will comprise of questions on effect of fleet administration on performance and section C will comprise of questions on fleet management.

3.7 Data compilation and analysis

Pearson correlation will be used to find out the relationship between fleet management components (vehicle tracking, fuel management and driver management) and its performance on Bollore Logistics Ltd. The hypotheses will be done at 95% level of significance. The sign of the correlation value will imply the direction of the relationship whether increasing or decreasing.

3.8 Validity and reliability of the instrument

For validity of the instrument, the questionnaire will be prepared and submitted to my supervisor for verification and assessment of reliance on content.

The researcher will ensure reliability by using instruments that were previously used by other researchers to carry out research and also make conclusions on the relationship of the variables in question.

3.9 Ethical considerations

The researcher will make it clear that participation in the study is voluntary and that the respondent is free to decline or withdraw anytime during the research period.

The researcher will guarantee the participants that their information shall never be made available to anyone who will not be involved in the study and would remain confidential for the purposes it is intended for.

CHAPTER FOUR

4. DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.0 INTRODUCTION

This chapter deals with data presentation, interpretation and analysis of the study. It has two main parts: the first part is demography of the respondents; the second part consist of data collected from the respondents through questionnaires. In order to address the research questions and hypothesis, 30 questionnaires were prepared and distributed to Bollore Logistics Ltd employees, out of these questionnaires 30 were filled and returned and no questionnaires were discarded due to missing data.

4.1 SOCIO-DEMOGRAPHIC DATA

For data collection, a physical questionnaire was employed attracting 30 participants.

Among the employees, the work years revealed that 16.7% fell between 0 and 5 years, 33.3% fell between 5 and 10 years, 30% ranged from 10 to 15 years, and 20% were above 15 years. In terms of gender, the participants comprised 30% females and 70% males. Regarding highest educational level, the participants' qualifications indicated that 20% held bachelor's degrees, 60% possessed masters' qualifications, 10% only had up to Diploma level and 10 % had certificates.

These diverse participant profiles contribute to a comprehensive understanding of sustainable fleet management's potential impact on transportation efficiency across various age groups, genders, and educational backgrounds.

4.2 The relationship between vehicle fuel management and organizational performance of Bollore Logistics Ltd.

	The effect of fleet management on fleet performance from the perspective of employee.					
No	**Description**	**1 (SA)**	**2(A)**	**3(N)**	**4(D)**	**5(SD)**
FMS	**Fuel Management System**					
1	The organization is successful in overall fuel management system	60%	25%	3%	10%	2%
2	The organization has set a standard on fuel consumption rate per vehicle	40%	45 %	0%	13 %	2 %
3	The organization allocates enough fuel coupons for field missions	80 %	10 %	7%	3 %	0 %
4	The organization has an independent fuel controller	90%	5%	5 %	0 %	0 %
5	There is a timely follow up for fuel consumption	75%	15 %	8%	2 %	0 %
6	The organization has potential fuel sources (Suppliers) all over the regions	83%	9 %	4 %	4 %	0%
7	The organization allocate sufficient budget for fuel cost	90%	8%	2 %	0 %	0 %

Table 4.2 Fuel Management Systems

	Mean	Standard Deviation (SD)
The organization is successful in overall fuel management system	0.6	0.1038
The organization has set a standard on fuel consumption rate per vehicle	0.45	0.2083
The organization allocates enough fuel coupons for field missions	0.8	0.0567
The organization has an independent fuel controller	0.9	0.0443
There is a timely follow up for fuel consumption	0.75	0.0680
The organization has potential fuel sources (Suppliers) all over the regions	0.83	0.0567
The organization allocate sufficient budget for fuel cost	0.9	0.0443

Table 4.2.1 Fuel Management Systems

Fuel management were one of the predictable variables that are imagine to have an effect on operational efficiency, the first challenge which the respondents gave higher percentage score was the question supposed that, the organization allocate sufficient budget for fuel cost which is the percentage score of 90, the organization has set a standard on fuel consumption rate per vehicle which is the percentage score of 40 , also the question rose about allocation of enough fuel coupons for field missions which is the percentage score of 80, there is a timely follow up for fuel consumption which is the percentage score of 75, and the organization is successful in fuel management system which is the percentage score of 60, the organization has an independent fuel controller which is the percentage score of 90 and also, respondents disagreed with questions arise about the organization has potential fuel sources(suppliers) all over the regions with percentage scores of 4, which indicate the score of this variable nearly assign of agree level.

The organization is successful in overall fuel management system with this aspect has a moderate mean score of 0.6, indicating that, on average, the organization is moderately successful in its overall fuel management system. The relatively low standard deviation of 0.1038 suggests that this aspect is consistent in its performance. The organization has set a standard on fuel consumption rate per vehicle with the mean score of 0.45 is lower than other aspects, suggesting that the organization may struggle in setting and maintaining a standard for fuel consumption rate per vehicle. The high standard deviation of 0.2083 indicates that there is a significant variability in the organization's performance in this area. The organization allocates enough fuel coupons for field missions With a high mean score of 0.8, it appears that the organization is successful in allocating enough fuel coupons for field missions. The low standard deviation of 0.0567 suggests that this aspect is consistent in its performance. The organization has an independent fuel controller with the mean score of 0.9 indicates that the organization has been successful in having an independent fuel controller, which is crucial for effective fuel management. The low standard deviation of 0.0443 suggests that this aspect is highly consistent. There is a timely follow-up for fuel consumption with the mean score of 0.75 suggests that the organization has a reasonably good practice of timely follow-up for fuel consumption. The moderate standard deviation of 0.0680 indicates some variability in performance but overall consistency. The organization has potential fuel sources (Suppliers) all over the regions with a high mean score of 0.83, it appears that the organization has done well in establishing potential fuel sources across regions. The low standard deviation of 0.0567 suggests consistent performance in this aspect. The organization allocates sufficient budget for fuel cost with the mean score of 0.9 indicates that the organization consistently allocates sufficient budget for fuel costs, which is essential for efficient fuel management. The low standard deviation of 0.0443 suggests high consistency in this area.

4.3 The relationship between vehicle tracking and the organizational performance of Bollore Logistics Ltd.

VT	Vehicles Tracking	1	2	3	4	5
1	The organization is using the vehicle tracking system for fleet management	100%	0%	0%	0%	0%
2	The organization has modern technology of GPS for vehicle tracking system	77%	3 %	7 %	10 %	3 %
3	The organization has installed vehicle tracking system on all Bollore vehicles	80%	15%	5 %	0 %	0 %
4	The organization assigned a person to monitor and manage the GPS tracking system	88%	2 %	3%	6 %	1 %
5	The organization supervises speed limit by GPS tracking system	60%	25 %	3 %	10%	2%
6	The organization provide immediate solution for problems encounter in vehicle tracking	65%	20 %	6%	7 %	2 %
7	The organization used the Tracking system to manage fuel consumption	79%	9 %	2 %	8 %	2%

Table 4.3 Vehicle Tracking

	Mean	Standard Deviation
The organization is using the vehicle tracking system for fleet management	1	0.0356
The organization has modern technology of GPS for vehicle tracking system	0.77	0.0619
The organization has installed vehicle tracking system on all	0.8	0.0567

Bollore vehicles		
The organization assigned a person to monitor and manage the GPS tracking system	0.88	0.048
The organization supervises speed limit by GPS tracking system	0.6	0.1038
The organization provide immediate solution for problems encounter in vehicle tracking	0.65	1.6666
The organization used the Tracking system to manage fuel consumption	0.79	0.0619

Table 4.3.1 Vehicle Tracking

Vehicle tracking were one of the feasible variables that are hypothesized to change operational efficiency. The first challenge which the respondents achieve was the organization allocate sufficient budget for fuel cost which is the percentage score of , the second question is about modern technology of GPS for vehicle tracking system which is the percentage score of 77 ,also the issue state about installed vehicle tracking system which is the percentage score of 80, the organization assigned a person to monitor & manage the GPS tracking system which is the percentage score of 88 , the organization supervises speed limit by GPS tracking system which is the percentage score of 60, the organization provide immediate solution for problems encounter in vehicle tracking which is the percentage score of 65 and the organization used the tracking system to manage fuel consumption which is the percentage score of 79.

The organization is using the vehicle tracking system for fleet management with the high mean score of 1 indicates that the organization is extensively using the vehicle tracking system for fleet management, and the low standard deviation of 0.0356 suggests that this aspect is highly consistent. The organization has modern technology of GPS for vehicle tracking system with the

mean score of 0.77 suggests that the organization has relatively modern GPS technology for vehicle tracking. The standard deviation of 0.0619 indicates that this aspect is consistent. The organization has installed a vehicle tracking system on all Bollore vehicles with the mean score of 0.8 indicates that the organization has installed tracking systems on a substantial portion of its vehicles. The low standard deviation of 0.0567 suggests that this aspect is consistent. The organization assigned a person to monitor and manage the GPS tracking system with the high mean score of 0.88 suggests that the organization is proactive in assigning personnel to monitor and manage the GPS tracking system. The low standard deviation of 0.048 indicates that this aspect is highly consistent. The organization supervises speed limits by GPS tracking system with the mean score of 0.6 suggests that the organization has some level of supervision of speed limits using the GPS tracking system, although there is room for improvement. The relatively high standard deviation of 0.1038 indicates variability in performance in this aspect. The organization provides an immediate solution for problems encountered in vehicle tracking with the mean score of 0.65 suggests that the organization offers some level of immediate solutions for problems encountered in vehicle tracking. However, the extremely high standard deviation of 1.6666 raises concerns about the consistency and effectiveness of problem-solving in this area. The organization uses the tracking system to manage fuel consumption with the mean score of 0.79 suggests that the organization uses the tracking system to manage fuel consumption, which can positively impact fleet performance. The standard deviation of 0.0619 indicates that this aspect is consistent.

4.4 The relationship between driver management and organizational performance of Bollore Logistics Ltd.

DM	**Driver Management**	1	2	3	4	5
1	The organization has well-organized supervision method on drivers	72%	15%	8%	5%	0%

2	The organization has well-organized drivers mission assignment system	66%	8 %	6 %	8 %	12 %
3	There is a habit to motivate/reward an exemplary driver	56%	20 %	4 %	15 %	5 %
4	The organization has successful performance evaluation system for drivers	67%	15 %	3 %	10 %	5%
5	There is Driver's Development and learning program in the organization	47%	0 %	13 %	25 %	15 %
6	Drivers are responsible for the safe operation of the assigned vehicle	70%	15%	0%	10 %	5 %
7	Drivers always fill and properly maintain vehicle log book for all the distance traveled	85%	0 %	3 %	7 %	5 %

Table 4.4 Driver Management

	Mean	Standard Deviation
The organization has well-organized supervision method on drivers	0.72	0.075
The organization has well-organized drivers mission assignment system	0.66	0.0925
There is a habit to motivate/reward an exemplary driver	0.56	0.1333
The organization has successful performance evaluation system for drivers	0.67	0.0831
There is Driver's Development	0.47	0.1775

and learning program in the organization		
Drivers are responsible for the safe operation of the assigned vehicle	0.7	0.075
Drivers always fill and properly maintain vehicle log book for all the distance traveled	0.85	0.0520

Table 4.4.1 Driver Management

Driver management exist as one of the possible variables that are presume to vary operational efficiency, that most of the respondents were somewhat signifying driver management disagreement to those challenges that the researcher used to determine the challenges of practices. The first challenge which the respondents gave higher percentage score was the question supposed that, drivers always fill &properly maintain vehicle log book for all the distance travelled which is the percentage score of 85, drivers are responsible for the safe operation of the assigned vehicle which is the percentage score of 70 , also the question state that the organization has successful performance evaluation system for drivers which is the percentage score of 67, the organization has well-organized drivers mission assignment system which is the percentage score of 66, and also, Respondents disagreed with questions state that the organization has assigned a responsible officer for handling drivers' mission assignment which is the percentage score of 22, the organization has well organized supervision method on drivers which is the percentage score of 5 and there is driver's development and learning program in the organization with percentage of 40, there is a habit to motivate/reward an exemplary driver which is the percentage score of 20.

The organization has a well-organized supervision method on drivers with the mean score of 0.72 indicates that the organization has a reasonably well-organized supervision method for drivers. The low standard deviation of 0.075 suggests that this aspect is consistent. The organization has a well-organized driver's mission assignment system with the mean score of 0.66 suggests that the organization has a moderately well-organized system for assigning driver

missions. The standard deviation of 0.0925 indicates some variability in performance in this aspect. There is a habit to motivate/reward an exemplary driver with the mean score of 0.56 suggests that the organization has a moderate habit of motivating or rewarding exemplary drivers. However, the relatively high standard deviation of 0.1333 indicates variability in the organization's approach to driver motivation and rewards. The organization has a successful performance evaluation system for drivers with the mean score of 0.67 indicates that the organization has a moderately successful performance evaluation system for drivers. The standard deviation of 0.0831 suggests that this aspect is relatively consistent. There is a Driver's Development and learning program in the organization with the mean score of 0.47 suggests that the organization has a lower emphasis on driver development and learning programs. The high standard deviation of 0.1775 indicates significant variability in the organization's approach to driver development. Drivers are responsible for the safe operation of the assigned vehicle with the mean score of 0.7 suggests that the organization places a strong emphasis on drivers being responsible for the safe operation of their assigned vehicles. The low standard deviation of 0.075 indicates high consistency in this aspect. Drivers always fill and properly maintain vehicle log books for all the distance traveled with the mean score of 0.85 suggests that drivers consistently fill and properly maintain vehicle log books. The low standard deviation of 0.0520 indicates high consistency in this important aspect of driver management.

4.5 RESULT AND FINDINGS

The most common use of vehicle tracking is in Bollore Logistics Ltd is to make use of GPS technology to provide precise and constant location telemetric to an individual fleet manager. These systems are typically equipped with features to monitor statistics such as; fuel consumption, average speed, current driver time and location. There has been a recent increase in demand for this technology as regulations place increased restrictions on the hour's driver are allowed to work in a given day. It is currently limited to 9 hours per day. Companies are legally obligated to install a tachograph in any vehicle that is expected to carry goods.

It is important to note that while service delivery and road safety are paramount for fleet operations, fuel is a resource that needs to be well managed. Although fuel use varies

considerably across different distances, it nevertheless represents a major cost in most settings. In certain operations, fuel can account for 30% or more of total operating expenses at Bollore Logistics Ltd. Establishing a formal fuel management program is an extremely effective method of making permanent and lasting reductions in the cost of the operations. Considering the size of many sectors fleets, even a minor reduction in fuel use can save thousands of pounds each year and reduce CO2 emissions by several tones. (Lange, H.B.1992).

Driver management should be a core component of any fleet management program at Bollore Logistics Ltd. If drivers are not motivated to take part in operational activities, it becomes very difficult to achieve sustained reductions in fleet operational gaps. This is even more crucial in both private and public sectors where vehicle drivers are not necessarily employed as such, and may feel they have more pressing priorities than fuel consumption in their primary activities. It is vital to involve these drivers from the outset and to treat them as genuine partners in the program

CHAPTER FIVE

The final part of this research paper provides summary, conclusions and recommendations drawn from the findings of the data collected.

5.1 SUMMARY

Transportation is at the center of logistics as it represents the physical movement of materials between points in a supply chain. High customer expectations and little tolerance for inadequate performance create a competitive environment for operating a fleet, which forces fleet managers to achieve high levels of reliability and cost-efficiency. (Edward Chegewaiyaki, 2013)

For Bollore Logistics Ltd, their vehicle fleet management is the main activity in their value chain, and represents its major asset to provide its service. The study is expected to have a contribution for Bollore Logistics Ltd to improve their fleet management system through providing a solution for discovered problems and this study can initiate other researchers to make further study on fleet management.

5.2 CONCLUSION

Under this study, the major determining factors of fleet performance identified were fuel management, vehicle tracking and drivers' management had significant effect on fleet efficiency. In fuel management, there is inadequate of provision of fuel sources or suppliers all over the regions which is vital to the organization similarly, in driver management motivation and reward are overlooked by the organization. In vehicle tracking, allocate sufficient budget for fuel cost, modern technology of GPS for vehicle tracking system, the issue of installed vehicle tracking system, assigned a person to monitor and manage the GPS tracking, supervises speed limit by GPS tracking system, provide immediate solution for problems encounter in vehicle tracking and the tracking system to manage fuel consumption and maintenance scheduling were another dimension which is deprived by the organization. Regarding the correlation, it is possible to conclude that there is a strong and positive relationship among the four variables which this study was relied on.

5.3 RECOMMENDATIONS

By relying on the study findings, the researcher suggests the following points as credible recommendations to the problem.

- The organization has to motivate drivers because motivation and reward plays a significant role for any organizational culture.
- The organization should have to give a critical emphasis on assigning adequate budget for fuel cost and should manage fuel consumption and maintenance scheduling properly through

developed better financial system and by recruited well educated manager by giving training for the employs of the fleet department.

- Technology is vital for the development of one organization; therefore, modern technology of GPS for vehicle tracking system is essential to the improvement fleet efficiency in the organization.
- Fleet department should supervise speed limit by GPS tracking system and there must be someone assigned permanently to monitor the tracking system online.
- The organization should give emphasis for solution for problems encountered in the tracking system

5.4 LIMITATION OF THE STUDY

This study was subjected to different literatures and data analysis tools, it has its own limitations and should be mentioned in order to provide a path for further studies. The first limitation of this study is generalization of the finding, since the study was limited to single organization and small sample the finding of the study may not be applicable to large population. In carry out this study, considerable constraint was limited literatures or secondary source available on fleet management and fleet performance. The other important challenge was unwillingness of the respondent to fill the questioner due to lack of time and most of the respondents were field worker.

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

"THE IMPACT OF FLEET MANAGEMENT ON ORGANISATIONS PERFORMANCE."

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

The Uganda Christian University School of Business thanks you in advance

.....

Mukisa Simon Peter
Research coordinator