The impact of inventory management on the overall performance of the organization. A case of Halsted Builders Express.

By

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Declaration

I, Anthony Tapiwa Mazikana declare that this dissertation is the result of my own research except to the extent indicated in the acknowledgements, references and by comments included in the body of the research and that it has not been submitted in part or in full for any other degree to any other university.

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Student signature	Date	Supervisor	Date

Dedication

I dedicate this research to my family. You have all inspired me in so many different ways that I cannot explain. Thank you for all your support and having confidence in me.

I love you!!!

CHAPTER 1
INTRODUCTION

1.0 Introduction

Many business organizations are opting for quality because it is visible to every customer and it benefits the loyalty of the customer. The management of supply chain involves culture, vision, strategy and process to manage the best flow of value of money, quality and other components from innovative and reliable resources and supplies to deliver high quality products to customers which is offered at a competitive price. This study is on the impact of inventory management practices on the overall performance of the organization. A case of Halsted Builders Express. This chapter sought to present the background to the study, statement of the problem, research objectives, research questions, significance of the study, assumptions of the study, delimitations of the study, limitations of the study, definition of key terms and statement of the problem.

1.1 Background of the study

Many organizations face inventory management challenges (Medmgtservices, 2021). Challenges in this context refer to situations facing something that requires financial effort to succeed (Makanyeza, 2018). There was volatile demand around the world where inventory fluctuations are natural. Inventory management has been used by many organizations to gain organizational success (Basnet et al., 2018). Basnet et al., (2018) noted that organizations have been embracing inventory management to uplift their performance in response to the industry forces impacting them and also to be first to market with innovative products. Inventory management refers to the practices and processes used to control inventory holding levels, minimize costs and bottlenecks and manage current and future stock requirements (Basnet, 2018). Meanwhile Beamon (2018) defined organizational performance as the actual output of an organization as measured against its intended outputs. Many organizations often face unexpected supply shortages, and chaotic situations can prevent sudden notifications from finding limited supplies. Rossetti, Marek, Prabhu & Bhonsle (2018) outlined and discussed issues related to inventory management within the supply chain. According to Rossetti, Marek, Prabhu & Bhonsle (2018), research focusing on operational issues related to supply chain management has increased over the last 15 to 20 years. Inventory management plays a crucial role in enhancing effectiveness and efficiency (Rajeev, 2018).

Globally in Sweden, Posazhennikova (2017) conducted a study on optimization of total finished goods inventory management in decentralized organization: A Case Study on Atlas Copco Secoroc AB and noted that nowadays organizations focus on maintaining healthy finished goods inventory stocks in order to be able to decrease inventory costs, meet customer requirements and to obtain competitive advantage. Posazhennikova (2017) noted that Atlas Copco Secoroc AB has adopted the use of inventory management as a way of boosting organizational performance. Posazhennikova (2017) established that there is a positive relationship between inventory management and organizational performance.

In South Africa, Mohubedu (2017) conducted inventory management in the electricity industry in South Africa: A case study. Mohubedu (2017) organizations in South Africa are facing inventory management challenges which are caused by inadequate forecasting, poor information sharing, poor housekeeping, large quantities of inventory returns from projects and the disorganized scheduling of deliveries. It was established that there is a gap in the system of classification of inventory in organizations such as Eskom adversely affects the management of inventory. Mohubedu (2017) recommended that organizations should replace economic order quantity system with a periodic order quantity system and incorporating elements of lean into the management of inventory.

In Zimbabwe Halsted builders express has adopted various functions such as new product development, marketing, operation, distribution, customer service, finance and other functions in relation to serving customer requirements (Tseng, 2017). Halsted builders express is one of the biggest organization which offers the widest range of quality products to meet building needs for their customers. The company products ranges from plumbing, hardware and timber. Figure 1.1 below shows Halsted builders express business lines.

Figure 1.1: Halsted builders express business lines
Source: Halsted (2022)

Halsted pvt ltd has been facing inventory management challenges in regards managing customer expectations, maintaining quality and sustainability, risk mitigation, building strong relationships with an audience and forming bonds with manufacturers, marketers (Mazikana, 2020). This has affected their performance. The company faced a decline is profitability from USD $155 124 in 2019 to $128 057 in 2020 as a result of challenges associated with supply chain challenges. The company has attempted to bring solutions such as keeping in track with its stock, increasing its inventory, being flexible and looking into alternatives, using efficient tools to manage supply chain and being honest with its customers. Despite all these efforts Halsted pvt ltd is still facing performance challenges. Meanwhile Priya (2019) noted that if an organization adopt inventory management practices on quality of information sharing, level of information sharing and risk reward sharing it will attain organizational performance. Halsted pvt ltd has adopted inventory management practices but it is facing challenges in regards to low performance. This has triggered the researcher to conduct a researcher on the impact of inventory management on the overall performance of the organization. A case of Halsted Builders Express.

1.2 Statement of the problem

Halsted pvt ltd has been facing inventory management challenges which has affected performance of the organization. In the year 2020 the company profits declined by 82%. More so the company has been facing high number of customer complains in regards to poor product quality. The company attempted to device solutions such as keeping in track with its stock, increasing its inventory, being flexible and looking into alternative, using efficient tools to manage supply chain and being honest with its customers. Despite all the efforts the company profits are still declining. There has been limited literature in regards to the impact of inventory management practices the overall performance of the organization. A case of Halsted Builders Express. This has tempted the researcher to conduct a study on the impact of inventory management on the overall performance of the organization.

1.3 Research objectives

The main objective of the study is to determine the impact of inventory management practices the overall performance of the organization. A case of Halsted Builders Express. Secondary objectives are as follows;

i. To determine the impact of establishing supplier relationships on organizational performance
ii. To establish the effect of using JIT on organizational performance
iii. To examine the impact of sourcing on organizational performance

To determine the relationship between inventory management and organizational performance.

1.4 Research question

i. What is the impact of establishing supplier relationships on organizational performance?
ii. What is the effect of using JIT on organizational performance?
iii. What is the impact of sourcing on organizational performance?
iv. Is there any relationship between inventory management and organizational performance?

1.5 Hypothesis of the study

H_1: jit have an effect on organizational performance

H_2: Inventory management have a positive impact on organizational performance

1.6 **Significance of the study**

This study will be of paramount important to the following stakeholders;

1.6.1 Halsted Builders Express

This study on the impact of inventory management practices on the overall performance of the organization is important to Halsted Builders Express as they will be able to use information in this research to solve challenges which are faced by their department in regards to inventory management thereby implementing solutions.

1.6.2 Government

The government of Zimbabwe shall benefit from this research in devising policies in regards to best inventory management practices which can be adopted in improving performance of organizations.

1.7 Scope of the study

This study is on the impact of inventory management practices on the overall performance of the organization. A case of Halsted Builders Express. This study will be conducted in Harare at Halsted Builders Express. The respondents of the study shall be taken from the procurement department and these include managerial and non-managerial employees. The study shall use a period of between 2015 up to 2018.

1.8 Limitations of the study

This section seeks to provide limitations which were faced by the researcher

1.8.1 Access to Information

The nature of the study calls for confidential information related to the organization. Respondents may feel intruded when requested to complete a questionnaire which requires them to disclose such information. In order to mitigate this short coming the respondents assured of confidentiality and ethical handling of the information.

1.8.2 Financial difficulties

The researcher faced limited financial resources challenges as he required money for printing, travelling and contacting his supervisor. The researcher had inadequate funds to travel. To solve this challenge the researcher managed to borrow from CBZ bank.

1.8.3 Covid 19

Covid 19 affected this research in the sense that the researcher could not meet and address all respondents at once. Travelling schedules were also affected. Meanwhile the researcher followed Covid 19 guidelines as stipulated by WHO.

1.8.4 Some respondents could not interpret the questionnaire

Some respondents who completed the questionnaire could not understand terms which were used in the questionnaire such as employee compensation. Meanwhile the researcher explained all terms to respondents in such a way that they understood them.

1.8.5 Some respondents could not divulge information

Some respondents could not give full information, associating it to organizational politics. Meanwhile the researcher explained to respondents that the study was sorely for academic purposes only and showed them her student identity card. Meanwhile the research study went well.

1.9 Definition of key terms

The following definition of key terms were adopted in this study

i. Impact: According to Barnes (2015) impact means having an effect, benefit, or contribution to economic, social, cultural, and other aspects of the lives of citizens and society beyond contributions to academic research.

ii. Inventory: Inventory is the accounting of items, component parts and raw materials that a company either uses in production or sells (Jones, 2018).

iii. Management: the process of guiding the development, maintenance, and allocation of resources to attain organizational goals (Kottler, 2018).

iv. Performance: According to Mhike (2016) performance is the quality of execution of such an action, operation, or process; the competence or effectiveness of a person or thing in performing an action; especially the capabilities, productivity, or success of a machine, product, or person when measured against a standard.

v. Organization: According to Mazikana (2020) an organization is a group of people working towards a common goal in a business setup.

vi. Inventory management refers to the practices and processes used to control inventory holding levels, minimize costs and bottlenecks and manage current and future stock requirements (Basnet, 2018).

vii. Meanwhile Beamon (2018) defined organizational performance as the actual output of an organization as measured against its intended outputs.

viii. Organizational culture: An organizational culture defines the proper way to behave within the organization. It is the norms and values of an organization (Kotter, 2018).

1.10 Organization of the research report

Chapter one of the study presented an overview of the study and presented aspects such as background of the study, statement of the problem as well as research objectives.

Chapter two shall look at literature review of the study guided by objectives such as to determine the impact of establishing supplier relationships on organizational performance, to establish the effect of using JIT on organizational performance, to examine the impact of sourcing on organizational performance and to determine the relationship between inventory management and organizational performance.

Chapter three shall present methodology of study looking at aspects such as research design, targeted population and sample size.

Chapter four will be on data presentation and analysis. Qualitative data will be analysed using thematic analysis while quantitative data will be presented using SPSS.

Chapter five is the final chapter which shall outline conclusions, summary findings and recommendations.

1.12 Chapter summary

This research relates to the impact of inventory management practices the overall performance of the organization. A case of Halsted Builders Express. This chapter presented background to the study, statement of the problems, research objectives and research questions. It was pointed out that this study is important to the management of Halsted Builders Express who might recognize and appreciate the importance of inventory management in the attainment of the competitive advantage and improving organization performance and profitability. Meanwhile the study was conducted in Harare. Other sections which were presented include definition of key terms. The next chapter shall present the literature review of the study.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

This research is on the impact of inventory management on the overall performance of the organization. A case of Halsted Builders Express. A literature review is a detailed summary of past research on a topic. The literature review reviews scholarly articles, books, and other sources pertinent to a particular topic of inquiry (Aggarwal & Zhai, 2020). A literature review is an overview of the previously published works on a certain topic. The phrase can apply to a full scholarly document or a portion of a scholarly work such as a book, or an article. Either way, a literature review is designed to give the researcher/author and the audiences with a general impression of the available information on the topic under inquiry. A good literature review can guarantee that a legitimate research topic has been addressed and a proper theoretical framework and or research methods have been adopted (Palevich, 2012). To be exact, a literature review aims to contextualise the current study within the body of the relevant literature and to give context for the reader. In such situation, the review normally precedes the technique and outcomes sections of the work. There are types of literature review such as systematic literature review, structured literature review and meta-analysis literature review.

2.1 Definition of key terms

2.1.1 Inventory management

Inventory, according to Besley and Ghatak (2017), refers to stockpiles of raw materials, components, supplies, work in progress, and completed items that occur at different points throughout an organization's production and logistics chain. Inventory management refers to the process of ordering, storing, using, and selling a company's inventory (James, 2019). This involves the management of raw materials, components, and final goods, as well as warehousing and processing of such commodities. Inventory management refers to the methods and processes used to maintain inventory holding levels, limit costs and bottlenecks and manage current and future stock requirements (Susan, 2017). It is used to maintain needed service levels for internal and external customers and inventory visibility in supply chains. According to Pycraft (2020), inventory or stock is the stored accumulation of resources in a transformation system.

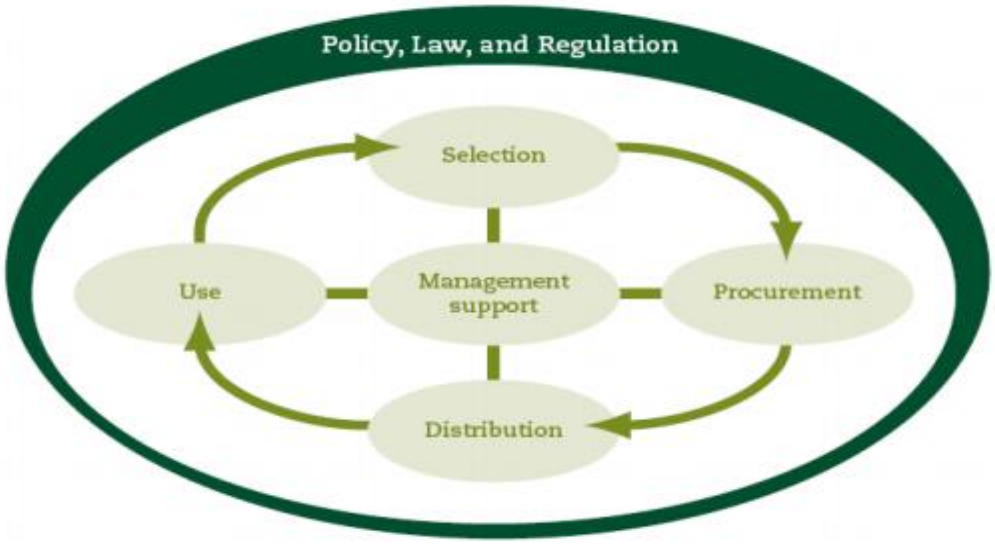
Organizations employ inventory management strategies to manage their supplies and inventories of completed items, semi-finished goods, and raw materials. According to Zer and Wei (2016), these efforts help the firm to minimize waste and expenditures while increasing sales income. Because raw materials are generally expensive, proper inventory management is crucial to ensuring cost-effective distribution. Mismanagement leads in waste and pilferage. The purpose of inventory management is to keep stocks at the lowest possible cost while ensuring continuous supply for processing processes. When determining, management must find a trade-off between several cost components such as inventory holding costs, cost of delivering cost, and expenditures incurred due to a lack of stocks (Callahan, 2019).

Inventory management is critical in any corporate organization for increasing effectiveness and efficiency (Rajeev, 2018). Inventory management has long been a topic of debate in the literature, and it continues to pique people's attention since it is the primary goal of many enterprises today (Mazikana, Moyo and Mudziso, 2018). Inventory management as a customer-oriented concept is being considered by organizations today in order to establish and maintain a sustainable competitive advantage (Ospina & Perez, 2017).

Inventory management has always been related with either excess or scarcity of inventory. Inventory issues have multiplied over the years as technology advancement has boosted the organization's capacity to create things in bigger numbers, quicker, and with many design variants. Organizations get around 12.3 percent of public sector health spending in Zimbabwe (MOH, 2019). There is a need for effective inventory management across the goods supply chain to avoid all sorts of waste, including shrinkage and expirations (Nakyanzi et al., 2018).

Good national policy alone will not result in a well-functioning drug supply. Raw materials will not reach the customers who are the end consumers of raw materials, unless the district commits to ensuring an organized and efficient goods supply and training to carry out tasks (Clark & Barraclough, 2010). The normal ordering procedure is referred to as inventory management. Inventory management operations include ordering, receiving, storing, distributing, issuing, and re-ordering commodity inventories (Odinga, 2017). The goods supply chain in organizations is shown in Figure 2.1 below

Figure 2.1: dolphin choir



Source: Odinga (2017)

The product supply cycle is divided into four basic components, each of which is managed by rules and regulations (WHO, 2019). The products supply cycle in Zimbabwe's private sector (Moyo, 2018; Pharasi & Miot, 2019; Mudziso, 2018) includes the selection of items available for procurement in the private manufacturing sector, as well as tenders that are prepared, promoted, and granted. According to Ospina and Perez (2017), inventory management is an important part of making decisions about stock handling in an organization, such as activities to be carried out, stock handling procedures to ensure that adequate quantities are kept in the warehouse at all times, and having inventory management policies. Ester (2021) said that a good inventory management system minimizes the amount of difficulty of operations, allowing the business to be successful via distribution and shipping network execution, administration, and scheduling. Inventory management allows a company to improve the quality of its business performance outcomes. Inventory management is an important aspect of organizational services. The availability of commodities and enough resources helps to an improvement in the quality of services provided by organizations. Because commodities serve as the ultimate connection between consumers and firm services, their availability is regarded as the most essential quality indicator of manufacturing in African contexts (Jitta et al., 2019).

Customers' expectations are improved as a result of consistent supply (Clark & Barraclough, 2020). Many research on inventory management systems have been conducted, notably in developing nations (Chandani et al., 2016; Jitta et al., 2019; Pharasi, 2017), outlining the system's strengths and limitations. In recent years, developing nations have seen a massive expansion in product volume. To handle the huge volume of items and associated commodities, a strong inventory management system is required. Any organization may use an inventory management system to determine when and how much inventory or stock to order or issue. According to Odinga (2017), orders are submitted on time so that items are accessible as needed. Timely delivery is a vital and necessary component of catering for data on real product consumption at the firm facility level (Talafha, 2019). When an organization's pharmaceutical quantification requirements are not related to genuine demands, it might take up a part of the produced products budget, leaving inadequate cash for other critical and fundamental goods (Clark & Barraclough, 2018).

2.1.2 Impact

According to Barnes (2015) impact means having an effect, benefit, or contribution to economic, social, cultural, and other aspects of the lives of citizens and society beyond contributions to academic research.

2.1.3 Inventory

Inventory is the accounting of items, component parts and raw materials that a company either uses in production or sells (Jones, 2018).

2.1.4 Management

Management is the process of guiding the development, maintenance, and allocation of resources to attain organizational goals (Kottler, 2018).

2.1.5 Performance

According to Mhike (2016) performance is the quality of execution of such an action, operation, or process; the competence or effectiveness of a person or thing in performing an action; especially the capabilities, productivity, or success of a machine, product, or person when measured against a standard.

2.1.6 Organization

According to Mazikana (2020) an organization is a group of people working towards a common goal in a business setup.

2.1.7 Organizational performance

Jonhy and Randy (2019) defined organizational performance as the process of improving the effectiveness and well-being of its members via planned interventions. Organizational performance referred to an organization's actual output or outcomes as assessed against its planned outputs, goals, and objectives (Jon & Randy, 2019). Organizational performance measurements are classified into four types: human resource results, organizational outcomes, financial accounting outcomes, and capital market outcomes. Employee happiness, turnover, and absenteeism were examples of human resource outcomes connected to changes in employee behavior. Labor productivity, customer contentment, and product service quality are all examples of organizational outcomes. Returns on assets, return on equity, and profitability were three financial accounting outcomes. Capital market outcomes indicate how the market views a business, and they are comprised of three indicators: stock price, stock price growth rate, and market returns (Dyer & Reeves, 2015). Productivity, effectiveness, efficiency, earning capacity, economy, profitability, and competitiveness are all terms used to describe organizational performance. As a result, it has insisted on a precise and unambiguous definition of organizational performance. Organizational performance is the result that indicates or reflects the organization's efficiency or inefficiencies in terms of corporate image, competences, and financial performance (Khandekar & Sharma, 2016). The studies that have been undertaken and defined organizational performance are shown in Table 2.1 below.

Table 2.1: Studies on organizational performance

Studies on the organizational performance					
Wang, Tsui, and Xin (2011)	Business	China	Quantitative study	125 firms	Organizational performance is measured as profitability, sales growth, market share, and competitive status. Further, leader's task related behavior are directly related to organizational performance
Ryan and Tipu (2013)	Business	Pakistan	Quantitative study	548 participants	Organizational performance is measured as innovation propensity. Further, active leadership has strong impact on innovation propensity

Source: Dyer & Reeves (2015)

According to Lorrino (2017), organizational performance is what leads to improvements in the cost-value relationship, not only assisting firms in decreasing costs or boosting value. According to Lorrino (2017), performance may be defined as what helps to a company attaining its strategic objectives. According to Bates and Holton (2015), organizational performance is a multi-dimensional abstract term whose assessment is dependent on a range of circumstances. Bourguignon (2017) does not define organizational performance, but he does identify three major types of performance. He said that success is the outcome of action, and action is the result of action. Meanwhile, Profiroiu (2016) said that performance entails the presence of a link between objectives and outcomes that is the consequence of efficiency, effectiveness, and the budgeting process. Figure 2.2 depicts the definition of performance.

Figure 2.2: Organizational performance

Source: Dyer & Reeves (2015)

2.2 Theoretical framework

All knowledge in a research study is built on top of the theoretical framework, both metaphorically and physically. According to Makanyeza (2015) theories are constructed to explain, predict, and understand occurrences and, in many cases, to challenge and extend existing knowledge within the limitations of crucial bounding assumptions. The theoretical framework is the structure that can sustain or support a theory of a research investigation. The theoretical framework introduces and describes the theory that explains why the research problem under consideration exists (Thompson, 2016). The study's theoretical framework includes a collection of concepts and definitions, as well as references to important academic literature.

2.2.1 Economic order quantity theory

The best order amount for a corporation to acquire in order to reduce inventory expenses, such as holding costs, shortfall costs, and order charges is known as the economic order quantity. Ford W. Harris devised this production-scheduling concept in 1913, and it has since been improved upon. Demand, ordering, and holding costs are all assumed to be constant in the calculation. It is the purpose of the economic order quantity formula to determine the ideal number of product units to order. In the event that this goal is met, a company's expenditures for purchasing, shipping, and storing units will be cut in half. Companies with extensive supply chains and significant variable costs employ an algorithm in their computer software to estimate economic order quantities, which may be tweaked to predict alternative production levels or order intervals. The formula for the EOQ is:

$$Q = \sqrt{\frac{2DS}{H}}$$

Where:
Q=EOQ units
D=Demand in units (typically on an annual basis)
S=Order cost (per purchase order)
H=Holding costs (per unit, per year)

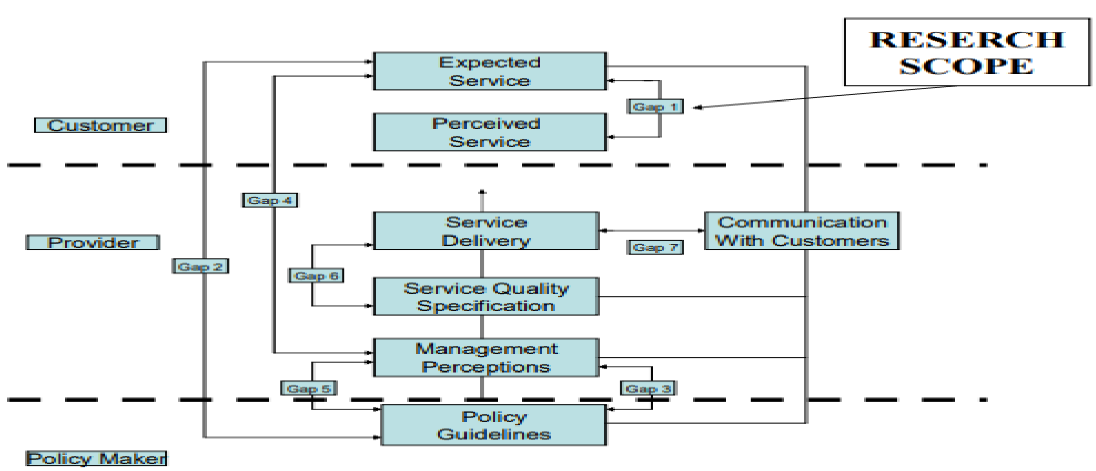
The number of economic orders is an essential instrument for cash flow. The method may assist a business keep tabs on the amount of money it has sitting in its inventory. Inventory is often a company's most valuable asset, second only to its people, hence it must be kept at a sufficient level to fulfill demand. When inventory levels are reduced by an economic order quantity, the money saved may be utilised for other company purposes or investments. Using the economic order quantity formula, a company's inventory reorder point may be determined. If the economic order quantity formula is applied to business operations, the requirement to place an order for additional units is triggered when inventory falls to a specific level. The firm avoids running out of inventory by establishing a reorder point and may continue to fulfill client requests. Shortage costs are incurred when the firm does not have enough inventory to complete an order. A lack of inventory might also lead to a customer being lost or ordering less from the firm in the future.

2.2.2 Service quality model

According to Parasuraman et al (1985), there are five gaps in the customer's perceptions of the quality of service in four distinct businesses. These were the gaps that were left behind: Gap 1: Expectations of customers against management's perceptions. As stated by Parasuraman (1985), service companies may not always know what features a service must have in order to fulfill customer expectations, and what levels of performance on those features are required to give high-quality service. As a consequence, customers' perceptions of service quality are altered. The second gap concerned management's impression of service quality, which is also known as the specification gap. When a corporation knows what its customers want, but does not have the resources to fulfill that need, a gap is created.

Resource restrictions, market circumstances, and managerial apathy might all play a role in widening the gap between the two. Consumers' perceptions of service quality may be influenced by these factors. When it comes to customer satisfaction, a service quality model provides guidance on how to get there. Unlike actual items, the evaluation of desired quality in services is based more on expectations and attitudes than on statistics about reliability. Service quality, in its contemporary conceptualisation, is a comparison of perceived expectations of a service with perceived performance, giving rise to the equation SQ=P-E.

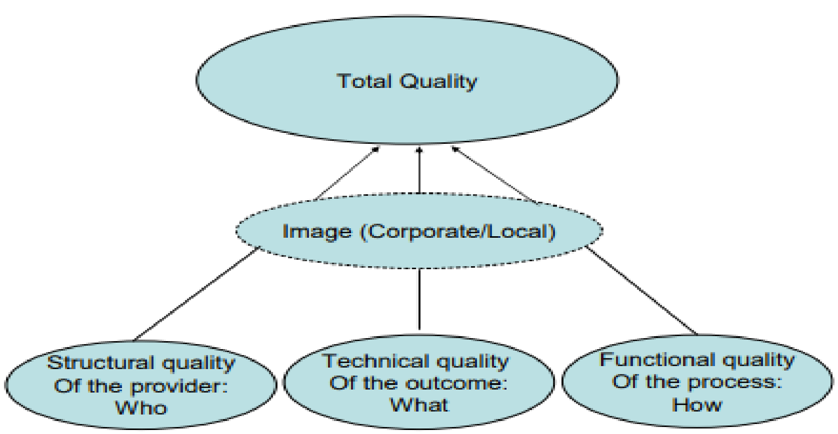
Figure 2.3: Parasuraman model



Source: Parasuraman (1989)

Gap 3 is the service quality requirements or service delivery gap, according to Parasuraman (1985). He highlighted that firms may have rules in place for providing excellent customer service, but this does not guarantee that they would be able to consistently provide high-quality service. Customer satisfaction is dependent on the level of service provided by employees, and their performance can't be standardised. This has an effect on the way customers perceive the quality of the service they get. In terms of service delivery or external communications, the fourth gap is the one. Consumer expectations and impressions of service might be influenced by external messaging. Consumers' opinions of the quality of a company's service may be swayed if the company fails to notify them about quality assurance measures they cannot see. Gap 5: The perceived service gap is known as Expected Service. In their research, they found that matching or surpassing customer expectations is the key to assuring excellent service quality, and that the judgment of high and bad service quality depends on how customers view the actual performance in the context of what they anticipated. Service quality in companies and services may be measured using the SERVQUAL model, which was first created by Parasuraman et al., (1988). There are five components to the measure, which are: tangibles; reliability; responsiveness; confidence and empathy. A model of the quality components in business support services is shown in Figure 2.4 below.

Figure 2.4: components of quality



Source: Mazikana (2019)

Service quality management is divided into structural, technological, and functional components (Groonos, 2000 in Mudziso 2018). The quality of a company's structure is directly linked to the quality of its service providers. Technical quality, on the other hand, is linked to the service production process and the interaction between customers and sellers.

2.3 Empirical literature review

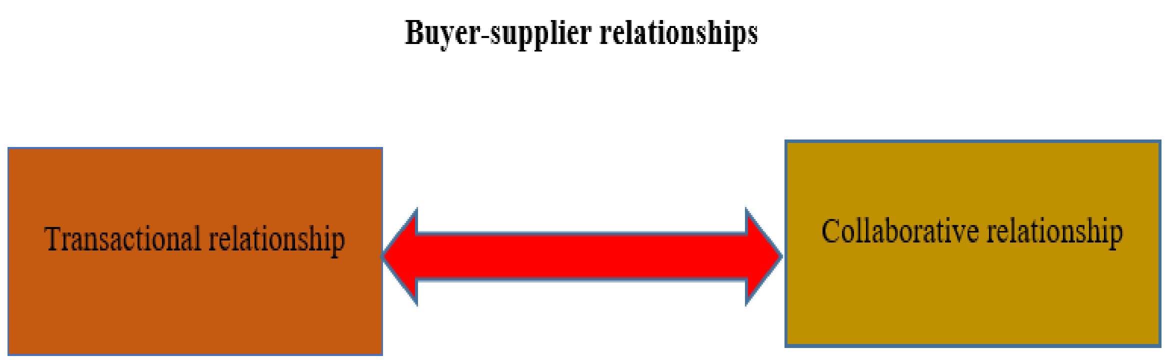
2.3.1 Case study 1: Ulaga & Eggert (2019): The impact of establishing supplier relationships on organizational performance

In the words of Ulaga & Eggert (2019), a supplier relationship is a methodical approach to evaluating vendors who offer goods, materials, and services to an organization, determining each supplier's commitment to improvement, and developing methods to enhance their performance. Increasing numbers of businesses are consolidating their supply chains and implementing preferred supplier programs. As a result, suppliers must increasingly choose between becoming a primary provider to their clients or becoming a backup supplier. Suppliers of frequently purchased products are looking for new methods to stand out from the competition as product and pricing become less of a differentiator in the buyer-seller relationship. Value-creation in business-to-business connections is the focus of this investigation. According to the findings, connections with major suppliers have a higher potential for differentiation due to benefits than cost reasons. After service assistance and human interaction, a supplier's know-how and its capacity to speed up a customer's time to market are considered important differentiators by the writers of this paper. Key supplier status can be gained or maintained by a company's product quality and delivery performance, acquisition costs, and operational costs. Finally, price has the least amount of differentiation possibilities.

Supplier relationship dicipline , according to Spekman (2018), aids in determining the value each supplier provides and which ones are typically essential to the coherence and continuation of the company. According to Nagati & Rebolledo (2019), managers are empowered to build stronger connections with suppliers based on the value of each individual provider. The kind of connection an organization hopes to establish with its suppliers depends on the criticality of the products and services it buys and supplies.

Supplier management is the process through which a buyer and a supplier structure their relationship (Krause, 2019). All procurement and supply chain managers must have a strong connection with their suppliers. Global sourcing techniques, according to several studies, have resulted in organizations hunting for reduced costs from where to get new technologies, talents, and competencies (Jensen & Petersen, 2018; Brandes et al., 2018). Buyer-supplier interactions have become more important in companies because they have realized the relevance of suppliers to organizational success and the achievement of a competitive advantage, according to Henke, Parameswaran, and Pisharodi (2019). Buyer-supplier interactions may be anything from completely transactional to tightly collaborative, as shown in figure 2.5 below by Ellegaard and Ritter (2020).

Figure 2.5: Buyer supplier relationships



Source: Ellegaard and Ritter (2020).

Goffin et al. (2019) claim that corporations have typically prioritized price minimization in the transactional approach. Organizations that engage in procurement rely on short-term contracts to drive down transactional terms such as price, delivery, and quality in order to achieve this goal. A huge supplier base is being implemented in the meanwhile, allowing providers to compete against one other in bidding wars (Fossas-Olalla, Minguela-Rata, Escot-Mangas & Sandulli, 2019). As a result, corporations aim to be self-sufficient and limit the amount of collaboration and sharing of information (Fossas-Olalla, Minguela-Rata, Escot-Mangas & Sandulli, 2019). It is possible that this strategy might lead to mistrust between parties and a reduction in the willingness of suppliers to contribute new ideas and other value-added contributions (Ellegaard & Ritter, 2020).

Sourcing strategies have moved from a focus on cost-cutting to a focus on using external talents to obtain a competitive advantage as firms adjust their emphasis (Cannon, Doney, Mullen & Petersen, 2020). Long-term thinking, constant sharing of information, a mutual reliance, and a relentless pursuit of a win-win solution are all hallmarks of these disparate partnerships (Christopher, 2019). Organizations must be committed to a long-term partnership and provide information about the risks and benefits of the relationship, according to Autry & Golicic (2020). It has been noticed by Anderson & Katz (2018) that resources are now intensive and need continuous maintenance owing to the features described above.

Some purchases need a transactional rather than a collaborative approach and an organization must establish their own optimum supplier mix to ensure that they are getting the most value for their money (Dyer & Chu, 2019; Gattorna, Kampstra &Ashayeri, 2019). Sourcing is an umbrella phrase that refers to the process of discovering firms that can provide the products and services needed, while the procurement department is responsible for procuring them. For example, acquiring products and services might occur after sourcing has taken place, according to Szulanski (2016). According to Wagner (2019), a consistent definition of buying in organizations has resulted in a variety of organizational ideas. In the value chain, sourcing is connected to the other eight activities identified by Michael Porter in 1985 because of its role as a supporting activity. In addition, sourcing has an impact on the outside world, especially suppliers (Wagner, 2019). Zsidsin & Ellram (2020) state that it is primarily responsible for locating and contracting with vendors to get all of the raw materials required for manufacturing.

As a result, the whole value chain is affected. Companies might face severe implications if their sourcing does not meet the requirements of its resources or consumers (Burke et al., 2016). Purchasing, procurement, sourcing, and supply chain management are all phrases that Zsidsin & Ellram (2020) say are used interchangeably. Ulaga & Eggert (2019) claim that the idea of procurement has broadened, since it is no longer only about acquiring resources and things at a reasonable cost. There are several ways to think about procurement and purchase, however they are both used in the same way by Powers & Reagan (2020). It has been observed that buying today puts a great value on suppliers. Relationships with suppliers are changing from combative to cooperative, according to Nagati & Rebolledo (2019), who focused on significant suppliers. Supplier development, supplier selection, long-term supplier relationship, and business resource planning are all aspects of buying that need to be taken into account. However, a global sourcing organization's primary goal is not just to procure resources based on internal requirements (Handfiel et al., 2019). In order for the whole process to function effectively, it is necessary to not only be responsive to the materials and support requirements of the internal stakeholders, but sourcing must also be handled properly by the right-level employees (Parlour, 2020). Furthermore, it is critical that the sourcing function be able to build and manage a successful supply chain and set common objectives with the organization's stakeholders (Driedonks, 2020).

2.3.1.1 Relationships that are mutually beneficial

To be successful, companies need to work together with their suppliers, as stated by the authors Dyer and Chu (2018). It is possible to reap advantages from these collaborative ties, both on a financial and operational level, as well as on a strategic one (Cox, 2018). Improved product quality, faster delivery times, and more flexibility are all factors that contribute to an organization's financial and operational success. There are several ways to reduce expenses, according to Chen (2019). These include increasing operational efficiency and reducing transactional costs. Collaborative relationships may benefit consumers in many ways, including enhanced product quality, more dependable delivery, and cheaper purchase costs (Christopher, 2020). According to Henke (2020), collaborating with other organizations has led to a rise in organizational innovation, which has resulted in advantages such as improved product performance and production capacity.

2.3.1.2 Supplier selection

Selecting suppliers is done in light of the fact that they may have similar goals with the company seeking a partnership (Cox, 2021). As a result, the process is well-managed, and it is ongoing. To be more specific, the goals of the organizations in issue are clearly linked to their aims, and it is mostly based on their social aspects (Gordon, 2018). When companies are strategically integrated, risk, reward, and resource allocation are all shared. Companies that have a strategic alliance work together to achieve a shared purpose, rather than for their own personal gain (Christopher, 2020). A lot of time and money are needed to complete this procedure, but the benefits that can be gained by selecting high-quality providers much outweigh the drawbacks. More than just comparing price lists is needed when it comes to finding the best vendor (Crown, 2019).

A company's decision will be influenced by a broad range of criteria, including value for money, dependability, and service. The company's business objectives and strategy will determine how the different aspects are weighted. A company's knowledge of how potential customers make purchase choices may be aided by a well-planned strategy for choosing suppliers (Gurler, 2015).

2.3.1.3 Evaluation of the supplier

Suppliers and contractors often provide raw materials or replacement components of poor quality. One of the most pressing issues for businesses (Ashe-Edmunds, 2019). A number of firms rely on suppliers who can provide them with high-quality components or materials at a reasonable price. The pricing of raw materials is an essential consideration for producers, as well. This is because of the effects it has on the ultimate production cost. Despite the fact that the purchase price does not include the procurement department will impose additional expenses on the provider if the procured products are of poor quality or if the purchases are not delivered on time (Werner, 2018). As a consequence, in addition to the unit price of acquired inputs, all buy costs, including expenditures due to low quality, late delivery, and other factors, must be taken into account when evaluating suppliers. Buyer and supplier depend on one another to some level when actors operate together to some extent, which is an important factor at the idea of supplier-relationships (Autry & Golicic, 2020).

Cooperation between buyers and suppliers may provide significant benefits, such as improved operational performance (Autry and Golicic, 2020), the protection of valuable resources and technology (Nyaga et al., 2020), cost reductions (Palmatier et al., 2017). The Japanese car industry is where the idea of working together was first popularized, and it was a huge success (Brandes, Brege & Brehmer, 2019). Toyota's manufacturing system, which encourages the integration of the company's internal processes with those of its suppliers, has been used as an example of this (Hines, 2016). However, the normal downsides of well-planned buyer-supplier interactions are also apparent. Development and maintenance are very expensive, according to Bensaou (2019) and Cannon & Homburg (2019). Cousins, Handfield, Lawson & Petersen (2019) and Villena et al. (2019) show that highly tight relationships may limit the advantages that come with them. In light of the foregoing, it is fascinating to learn that Spekman and Carraway (2016) assert that cooperative buyer-supplier relationships are never a failure because they are unsuitable for a particular perspective. However, Spekman and Carraway (2016) attribute this failure to the failure of buyers and suppliers to deal with hazards during the course of their transition to collaborative relationships. To meet increased competition worldwide, relationship managers are still pressing suppliers to provide products and services at lower costs but with a higher level of quality, or they are anxious to take steps to collaborate closer with suppliers because of their dependence on a number of crucial suppliers (Zhang et al., 2019). (Spekman and Carraway, 2016). As Spekman and Carraway (2016) point out, suppliers aren't exempt either, and they're just as guilty of engaging in similar methods stemming from long-standing sales and marketing models that emphasize persuasive tactics aimed at increasing profits for sellers.

2.3.2 Case study 2: Effect of JIT on Organizational Performance: Influence of Performance Measurement System (Rasit, Huda, Satar & Ramli, 2018)

Organizations and other industrial facilities are increasingly moving to just-in-time inventory management as company margins are squeezed due to rising health care expenses and reduced reimbursement rates. However, there are drawbacks to the strategy. Since reimbursement concerns are forcing many businesses to move away from conventional fee-for-service payment models, many are investigating just-in-time inventory management routines and procedures. Reduced inventory holding costs are one of the many advantages of just-in-time buying for businesses (Spence, 2018). To limit or remove unnecessary stock, the system guarantees that the amount of each supply is used at a rate that is consistent with the resource's intended purpose (Spence, 2018).

However, the largest and most important risk that businesses face when implementing a Just-in-time inventory management strategy is the possibility that a product covered by the system would be unavailable, as mentioned by Peters (2020). Every day, businesses face financial risks, but the one they most fear is that a positive occurrence may turn into a bad one. When an implant that was supposed to come the night before and was unable to do so, a patient operation must be postponed (Spence, 2018). In this case, the procedure must be relocated, which costs the hospital additional money. If you have inventory levels below just-in-time that are so low that the product becomes unavailable due to a single occurrence, this may have a significant negative impact on your business (Spence, 2018).

JIT delivery may boost earnings by lowering the number of materials on hand. Producing and delivering finished goods when they are needed for sale, partially finished goods when they are needed for assembly into completed products, parts and components required for partly finished products or materials that need to be made into those parts are all examples of Just-In-Time (JIT) services. Materials are not kept in on-site warehouses throughout supply chain assembly and packing processes; they are only received when they are ready to be integrated into outbound orders. It is therefore possible for supply chain management organizations to save money and free up storage space by using just in time logistics. While just in time delivery reduces inventory storage and administration expenses, it also presents a barrier in precisely estimating demand. Customer satisfaction is more important than projecting demand. When it comes to the industrial supply chain, just in time is a bit of a unicorn (Hellmann, 2021).

For just-in-time delivery to be a success, a responsive and adaptable supply chain is a need. There are certain businesses where demand and production schedule may be predicted to an extraordinary degree, such as the automobile industry, but most business care providers do not have that luxury (Hellmann, 2021). Organizations, in my opinion, need some wiggle room in their inventory to account for this kind of fluctuation (Henrik, 2021). That's the basis of just-in-time, which Hellmann (2021) calls a rational strategy since it enables clients to maintain the most cost-effective stocking level for medical supplies while still having adequate inventory on hand. Most companies, on the whole, are aware of just-in-time manufacturing's volatility (Schatz, 2020). Dennison, Kathawala, and Elmuti (2021) carried out research on the consequences of just-in-time for the business sector. They pointed out that the Just-In-Time method, an operational strategy pioneered in Japan, has gained traction in the United States.

According to Dennison, Kathawala, and Elmuti (2021), just-in-time applications are a relatively recent concept in the field of business operations management. Just in time arrangements need a great degree of pre-planning and preparation. Organizations must commit to a small number of suppliers in order to adopt just-in-time successfully. They must also share critical information about their operations with those suppliers and, most significantly, stop executing tasks that the supplier is now completing. The implementation of just-in-time operations in an organization requires more than a simple directive from management. It has the potential to cut costs, improve productivity, make better use of equipment, eliminate the need for indirect workers like material handlers, and boost profitability if properly applied. Just-in-time management in manufacturing was the focus of a research undertaken by Li (2015). Two of the most significant aims in managing industrial processes, according to him, are lowering costs and raising quality. Li (2015) investigated how a Just-in-Time management system may enhance manufacturing processes. Following an introduction to the concept of JIT, he explained how it may improve production processes. For example, he looked into the implications for manufacturing practice of applying just in time techniques, how organizations and general practices can use just in time techniques, how just in time techniques can help the patient throughput rate, and how technological advancements can speed up production processes.

2.3.3 Case study 3: Tran Thanh Ha (2015), The impact of sourcing on organizational performance

According to Tran Thanh Ha (2015), a case study of an integrated creation of the supplier relationship management process was undertaken in Finland with the goal of developing a model for the supplier relationship management process that can be used in corporate organizations. Other findings included an examination of supplier relationship management's advantages; how to quantify performance; and who should be involved in such a process. Business process, sourcing, buying, and supplier relationship management were all explored in the background material. Each of the notions was broken down into its constituent parts and defined in great depth. In addition, the study explored several types of strategic sourcing and supplier relationship management techniques. Academic literature was used to develop a theoretical framework. A case study research approach was used in order to meet the study's goals.

A Finnish-based worldwide corporation that makes environmental devices was utilized as a case study in the research. Interviews were performed with the company's internal personnel using semi structured questions. Nineteen of the interviews were performed with sourcing workers, and fourteen were conducted with other firm stakeholders. For a more comprehensive picture, we also conducted benchmarking interviews with two other foreign businesses with Finnish headquarters. Transcription and qualitative analysis of the interviews followed. The viewpoints of the interviewees were taken into account while analyzing the as-is and to-be processes. A model of the process of managing supplier relationships is urgently required, according to the findings of the study. The study's key finding was the creation of a process framework. The lack of standardization, harmonization, and strategic oversight in the company may all be remedied by using a supplier relationship management approach. All stakeholders from all departments within the organization should be included in the process, with sourcing at the heart of the loop. It was also proposed that both suppliers and consumers should be surveyed for their satisfaction with the process and the relationship.

Sourcing is a broad phrase that refers to a process of finding businesses that can offer the products and services that an organization needs, whereas procurement is in charge of making the actual purchases of such goods and services. Szulanski (2016) stated that sourcing may be followed by purchases of products and services, and that purchases are an integral element of the sourcing process. As Wagner (2019) pointed out, the notion of buying in organizations has remained consistent, resulting in a variety of organizational ideas. In 1985, Michael Porter said that sourcing is a supporting activity in the value chain, and it relates to the other eight activities. Sourcing also involves the outside world, notably suppliers (Wagner, 2019). Zsidsin & Ellram (2020) state that its prim66ary duty is to get all of the raw materials required for manufacturing from vendors. As a result, the whole value chain is affected. Companies might face serious implications if sourcing fails to meet the demands of resources or consumers (Burke et al., 2016).

2.3.4 Case study 3 (Hamunyari, 2015), The relationship between inventory management and organizational performance

Madziwana Hamunyari (2015) did a research on the function of inventory management in supply chain management system a case Study of Bindura Provincial Organization Pharmacy. He said that products are state property in private enterprise for which rigorous for which precise accounting processes from purchase to disposal are important. This applies both to things that are acquired using GoZ funding and to donated commodities. Private enterprise institutions obtain considerable financing towards produced products acquisition as well as vast volumes of donated items towards service providing. Despite these efforts the government and international donor community, there are still reports of significant stock outs of important items as well as huge quantities of expired goods at the same institutions. The research investigated existing pharmaceutical inventory management techniques and found problems that generate high stock outs and high expiries in Zimbabwe. The research was a descriptive cross sectional survey. Data were acquired by interview of 9 pharmacy staff members and 6 business executive members at Bindura provincial organization on major pertinent concerns with reference to medicines procurement and inventory management. Furthermore the researcher evaluated procurement and inventory management data of the firm. 27 percent of commodities being reported as stocked out have long been phased out and those that have replaced them are not yet inputed on the reporting form. Government practices of free care to particular segments in the society have considerably costed institutions enormous amounts of money leaving them incapable to replace supplies. Constant revisions in treatment rules also led to significant quantities of undesirable items as well as expiries. Poor quantification techniques and stock management also led to stock outs and overstocking which eventually resulted in expiries. Also the push mechanism has also led to overstocking. Bureaucracy in dumping expired products eventually causes outmoded things to build up thus taking space that may be utilized productively. Stock status information for manufactured products has to be regularly updated to reflect the most recent treatment requirements and eliminate the 27% of items that have been discontinued. Institutions should receive regular guidance, assistance, and oversight in the areas of procurement and inventory management. While the government offers services to private businesses, the government should also be able to operate as intended.

2.4 Chapter summary

This chapter presented literature review of the study guided by objectives such as to determine the impact of establishing supplier relationships on organizational performance, to establish the effect of using JIT on organizational performance, to examine the impact of sourcing on organizational performance and to determine the relationship between inventory management and organizational performance. Chapter three shall present methodology of study looking at aspects such as research design, targeted population and sample size.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

Prior to this chapter, a review of the relevant literature for this study were presented in the previous chapter. This chapter focuses on methodology, and its objective is to explain the methods utilised in this study. According to Kothari (2020) a research methodology is an outline of how a given piece of research is carried out. A detailed explanation of how the research was carried out is the primary goal of this chapter. In the beginning, the framework or research design is specified along with the various philosophical approaches to knowledge creation, research technique, research strategy, and the extent to which they are applicable in addressing the research objectives and the research problem are discussed. In the following section, the researcher shall examine the sampling and data-gathering methods used. Other topics covered in this chapter include sample sizes and sampling procedures, data collection techniques, data processing, interpretation and presentation of results.

3.1 Research philosophy

According to Saunders (2015) there are four types of research philosophy namely positivism, interpretivism, pragmantism and realistic research philosophy. In the field of research, a research philosophy refers to a set of guidelines for how data is gathered, analysed, and used (Saunders, 2015). Borg (2015) defined a research philosophy as a belief about the way in which data about a phenomenon should be gathered, analysed and used. In accordance with a pragmatic mind set, both qualitative and quantitative methodologies were used in the study. The researcher shall use a questionnaire and an interview guide in accordance with the study's pragmatic methodology to collect both qualitative and quantitative data. Moreover, according to Khan (2016), pragmatism philosophy is more useful because it allows for the acquisition and analysis of data, as well as the validation of research findings, utilising whatever techniques are available to them. For example, according to Saunders et al. (2016), only positivist philosophy is sufficient to validate the findings, whereas only interpretivism philosophy is sufficient to validate the research findings and make data analysis more comprehensible.

3.2 Research design

Using objectives, methodologies, and processes, Saunders (2015) defines research design as the process through which different procedures and techniques are used to create scientifically derived information. According to Zikmund (2016) a research design refers to the framework of market research methodologies and procedures that are selected by a researcher. Borg (2016) also defined the design as something which is decided by the researchers enable them to employ the procedures that are suited for the study and to set up their studies effectively in the future. When conducting this cross-sectional survey, researchers employed the method. If you want to see what's going on, you need to conduct a survey (Borg, 2016). In this study, a cross-sectional survey was used to gather data on the impact of supply chain management practices on the overall performance of the organization. A case of Halsted Builders Express. Because cross-sectional surveys are less expensive and time-consuming to do than other types of research, the researcher decided to conduct a cross-sectional survey.

3.3 Targeted population

Hai (2012) defined targeted population as characteristics, such as individuals or organisations that interest the researcher and are important to the study issue under consideration. As defined by Saunders (2012), population refers to the total number of instances from which a sample is drawn. According to Bryman (2012), the target audience can be divided into two groups: those who are specifically targeted and those who are easily accessible. Participants in this study worked in the procurement departments of Halsted Builders Express. For this study, 100 employees were used.

3.4 Sample size

Selected from the greater population for research purposes, samples might be defined as subsets (Andres, 2012). Saunders (2015) defined sample as the act of selecting a small number of components from a larger defined set of components and then utilising that knowledge to generate an opinion about the larger group of components. The study included 80 people in all. The study's sample size is shown in Table 3.1, which follows. Table 3.1 shows that 80 people participated in the study.

Table 3.1: Sample size from Halsted Pvt Ltd

Type of respondents	Sample
Employees from procurement department	40
Employees from marketing department	20
Employees from administration	20
TOTAL SAMPLE SIZE	80

3.5 Sampling Methods

Sample selection is referred to as sampling by Adams, Khan, Raeside, and White. Choosing a representative sample from a larger population (2017). For Kothari (2014), sampling is the deliberate selection of a portion or entirety from which a conclusion or judgement can be drawn. Two sampling methods, non-probability and probability, exist (Hillenmeyer, 2015). As a result, it ensures that each population element has a non-zero chance of being selected for the sample. A sample's statistical significance can be determined as a result. Probability sampling approaches include, for example, random sampling, systematic sampling, multiple-stage sampling, and cluster sampling. Non-probability, on the other hand, does not allow for any estimation and does not reflect the population as a whole (Hillenmeyer, 2015). It is clear from the non-random sample that not everyone in the population will be able to take part in this research. On the other hand, this approach relies on individuals' judgments of other people's actions rather than objective data. In addition to random, convenient, and judgmental, it includes sampling methods. This study makes use of non-probability sampling.

3.6 Research instruments

This section presents research instruments which can be used in this study

3.6.1 Questionnaire

The study employed the use of structured questionnaires, Questionnaires are described by Borg and Gal (2020) as documents that ask question to all individuals in a sample. Van Dalen (2019) argues that questionnaires involve presenting respondents with carefully selected and ordered questions to obtain data. Sadhu (2017) asserts that a questionnaire is a form of prepared and distributed questions to secure responses to certain problems. Sekeran (2018) further defines questionnaires as a formulated list of questions used to solicit information from respondents.

3.6.2 Interviews

According to Yin (2015) informant interview is a technique which is used to collect data and this technique uses verbal interaction between a researcher and a local informant who has a specialized knowledge that would be difficult to access. In this study the researcher had to gather data from management of Halsted in regards to the impact of inventory management on the overall performance of the organization. A case of Halsted Builders Express

3.6.3 Observations

Observation, as the name implies, is a way of collecting data through observing (Saunders, 2014). According to Kothari (2016) this data collection method is classified as a participatory study, because the researcher has to immerse herself in the setting where her respondents are, while taking notes and or recording. Observation data collection method may involve watching, listening, reading, touching, and recording behaviour and characteristics of phenomena (Borg, 2015).

3.6.4 Focus group

Zainal (2017) defines a focus group discussion as a way of collecting data from people who have similar backgrounds or experiences together to discuss a specific issue. Through this method respondents of the study were able to discuss their pre-existing ideas as well as providing feedback on new information mentioned by fellow group mate. The researcher visited various halsted departments and grouped respondents categorizing them as families for examplemarketing, procurement and admin departments. Through the use of focus group discussion the researcher clarified and test pre-conceived notions and findings in regards to the study.

3.7 Data and information

Secondary data is the data gathered by other authors and researchers when they are carrying out primary researches (Finkenzeller, 2013). Yin (2015) stated that secondary data encompasses of studies and data made in the past by other scholars for their own use. The researcher gathered data from internet, articles, books and journals. Secondary data guide in identifying the impact of corporate governance in automotive industry through identifying existing cases or similar industries. According to Yin (2015) secondary data is cheaper as it is readily available. It is also good for decision making since it was based on existing organisations. Another advantage is that information obtained from secondary data may not be found when using questionnaires and interviews (Saunders, Lewis & Thornhill, 2016). However, secondary data as mentioned above will be information gathered for different uses, and it may have been gathered a number of years before the current research and this may make it unsuitable for the research problem which is currently being inquired into (Saunders, Lewis & Thornhill, 2016).

Yin (2015) stated that there is no control on data quality if the secondary data approach is followed. Yin (2015) added that there may be divergence of researcher's need and expectations from the way in which the data was gathered or tabulated and this may cause failure to answer the research problem at hand. Both primary and secondary sources were used by the researcher to collect data. Primary data assisted the researcher to interpret and evaluate data from the practical field unlike relying on conclusions made by other researchers. Secondary sources were used in supplementing the partialities that could arise from primary sources of data. Secondary sources provided data that was not provided by the questionnaires and interviews.

3.8 Ethical consideration

Study ethics, according to Saunders et al. (2016), is defined as the acceptability of the researcher's conduct and conduct with regard to the rights of the research subjects. It takes more than just talent and diligence to conduct research; it also calls for the application of integrity and morality. Kothari (2016) says that ethics is practised to recognise and safeguard the rights of persons who participate in an activity. In order to present this study as ethical, the rights to self-determination, informed consent, confidentiality, and the maintenance of anonymity will be emphasised. Firstly, the author will make an official request to the institution, in the form of an authorization form, so that they can perform the research. Second, participants will be informed that the study's primary goal is to enhance the academic interests of the authors, and that they can easily opt out of the study if they are concerned that they will be unable to carry out or assist with the research. In addition, the participants will be given the opportunity to ask any questions they may have at the end of the presentation. By encrypting identifiable data, removing face sheets containing participant identification information from survey instruments containing participant data, and destroying and permanently deleting used and no longer necessary study data and documents, researchers will ensure that the privacy and confidentiality of respondents are maintained. Standards of ethics require this to be done in order to safeguard the validity and reproducibility of research (Saunders et al., 2016).

3.9 Validity

Data collecting instruments, like questionnaires, are considered to be valid when they are able to measure what they are designed to measure (Best and Kahn, 2006). Validity is a term used to describe the strength of our conclusions, judgments, and assertions. Consistency and precision are the two most important aspects of an instrument's reliability that may be measured, according to Denise (2007). It is important to note that Adams (2007) stated that reliability is a measure of the degree to which an instrument measures consistently under the same settings and with the same subject. This means that reliability is a measure of how consistent an instrument may be. For this study's data collection, the researcher met with the research supervisor to discuss both its organisation and content. The research supervisor has more experience in research and can guarantee that the study includes all of the relevant components of operational risk management.

The questionnaire was also examined with the researcher's supervisor to confirm that it was appropriate for this study's data collecting. It was important to conduct preliminary testing on the questionnaire before deploying it to collect data. Using data from the pilot test, we were able to make necessary revisions to the survey so that participants could easily comprehend and answer the questions and record their responses.

3.10 Reliability

Use the Cronbach's Alpha measure, which takes into account changes in responses (items) on a questionnaire, to analyse the reliability of data in SPSS version 20.0. Alpha values greater than or equal to 0.57 are considered reliable, whereas those less than or equal to 0.57 are not (Johnston, 2017). If the alpha is less than 0.5, the data is considered untrustworthy. Measurement error, such as biases in data collection, can be minimised to ensure the validity of qualitative data. Due to the researcher delivering the surveys alone and standardising conditions such as showing same personal qualities to all respondents, bias in data collection can be reduced. Peer-reviewed articles, which have been audited and published in a scientific journal, will also be used by the researcher to verify their credibility. In addition, the study will rely on works written by well-known writers. Interviews will be conducted with the bank's supervisors and managers in order to get a clear picture of the bank's operations. According to the supervisor's instructions, research equipment will be adapted. As a result, subject bias is a major threat to validity (Saunders et al, 1997). In light of the fact that the author of this study is employed by the same bank, the topic poses a serious risk.

3.11 Chapter summary

The researcher's research philosophy, strategy, and methodology have all been described in detail in this chapter. This chapter also discussed the suitable sample methods and the research instruments and procedures that were used in the project. Data presentation and analytic methods used to analyse responses from the survey respondents and interviewees were also discussed.

CHAPTER 4

DATA PRESENTATION AND ANALYSIS

4.0 Introduction

Chapter 3 outlined how the data in the project was gathered as well as the justification of the research methods used. For data to be useful in coming up with the correct conclusions and recommendations, it must be correctly presented and analyzed. This chapter serves to present, analyze, and interpret the main findings appropriate to the research objectives of the study. This chapter presents a description and analysis of data gathered through the use of questionnaires and interviews. Tables, pie charts and graphs were used for quantitative data presentation whereas qualitative data was used for analysis.

4.1 Response rate

In this study 80 questionnaires were distributed to employees from Halsted Builders Express. From the 80 questionnaires which were distributed 64 were returned. This gave an 80% response rate. Figure 4.1 below present's response rate analysis for this study.

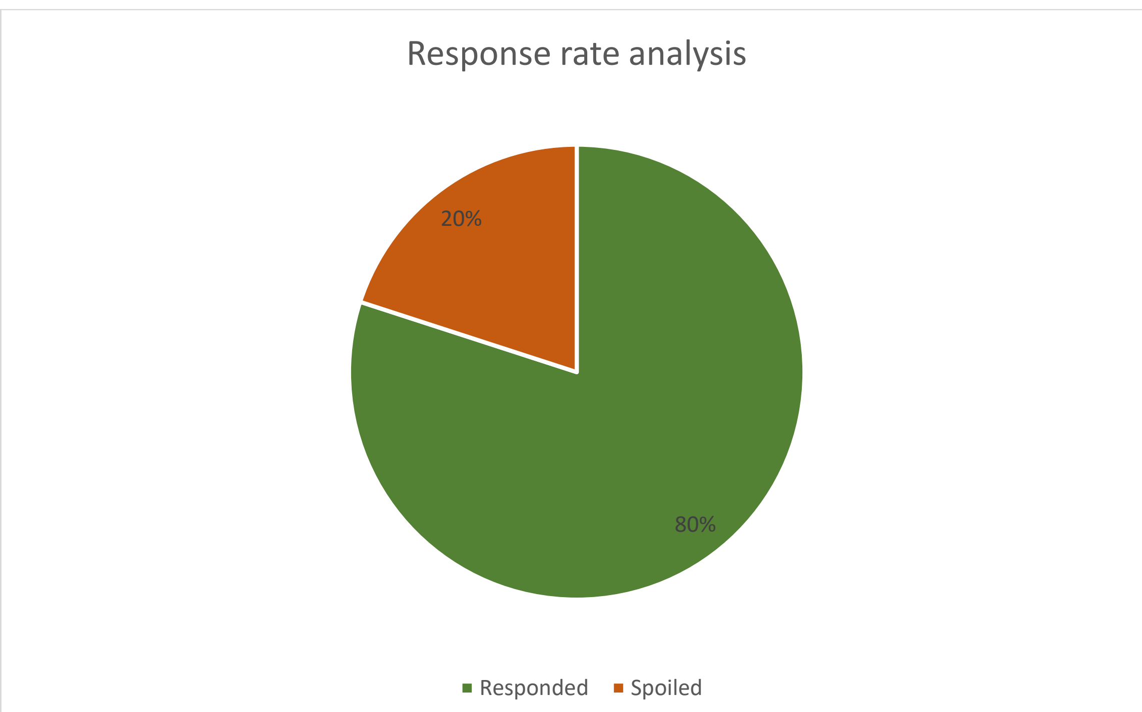


Figure 4.1: Response rate analysis

Source: Survey

From the figure 4.1 above it can be noted that the response rate for the study was 80%. From the distributed questionnaires 20% were spoiled. According to Cook, Heath & Thompson (2020) response rates which are 60% and above range in studies are adequate. An approximate response rate of 80% is deemed excellent for a study (Cook, Heath & Thompson, 2020). The reliability of the research and the conclusions drawn from it is supported by the percentage of people who responded to the questionnaire (Yun, 2021). It is possible that a low response rate will diminish the statistical ability of the data that was acquired, which will, in turn, reduce the dependability of the results. According to Yun (2021) if the survey only receives a small number of responses, then the information that is gathered and analysed cannot be considered to be representative of the entire population.

4.2 Demographic characteristics

In any research, researchers look at the statistical information that can be quantified for a specific population (Vogt & Johnson, 2011). The purpose of statistics is to recognise subsets of populations and to characterise those populations at a certain point in time. Common demographics included in this study is composed of gender, age, degree of education, position and working experience.

4.2.1 Respondents by gender

Respondents who completed the questionnaire on the impact of supply chain management practices on the overall performance of the organization. A case of Halsted builders express responded on gender aspect. From the responses gathered in this study 60% were males whilst 40% were females. This is shown in figure 4.2 below

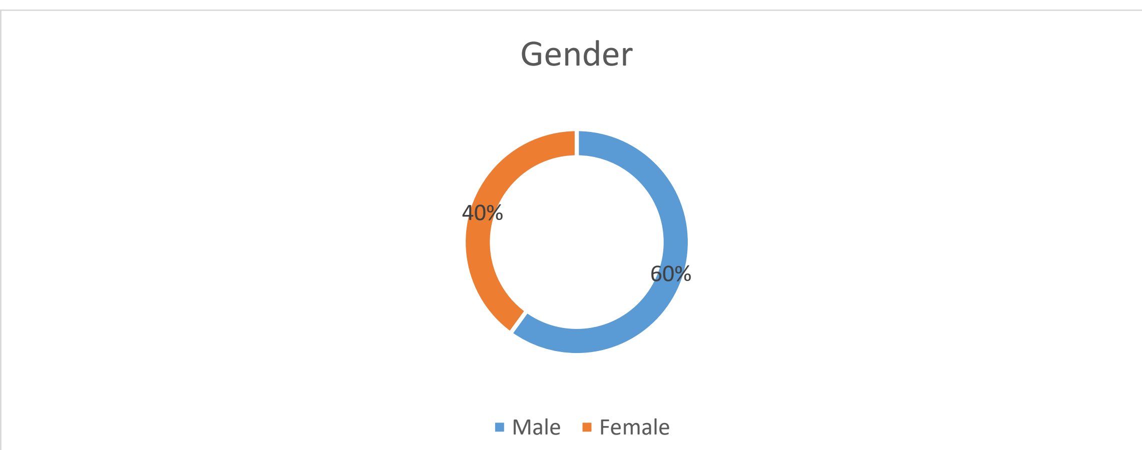


Figure 4.2: Gender

From the figure 4.2 above it can be noted that the majority of respondents 60% were males. Stamarski and Hing (2015) conducted a study on gender inequalities in the workplace and noted that in most organizations which require hard labour they employ more males than females hence the findings which were observed in this study were expected. Nyajeka (2021) also noted though more girls and women are educated than ever before and they comprise nearly half of the global workforce and there is still a dearth of women in various positions. In addition, Chen, Crossland & Huang (2016) found that half of the world's university students are female or female students despite occupying positions in organizations. Female graduates with business-related degrees have seen a significant increase in overall numbers, but this does not necessarily translate into an increase in female participation in organizations and in senior management positions (McGuire, Taylor & Turgut, 2019).

4.2.2 Age of respondents

Given the variations in life experience across different age groups, as well as people's changing preferences it was quite helpful to add a survey age question. Through surveying age ranges and using appropriate survey questions to identify the age demographic of respondents the researcher potentially gained a lot of valuable detail during analysis of their feedback to reveal if there is a strong correlation between age and subsequent opinions and behavioural traits. Figure 4.3 presents age range

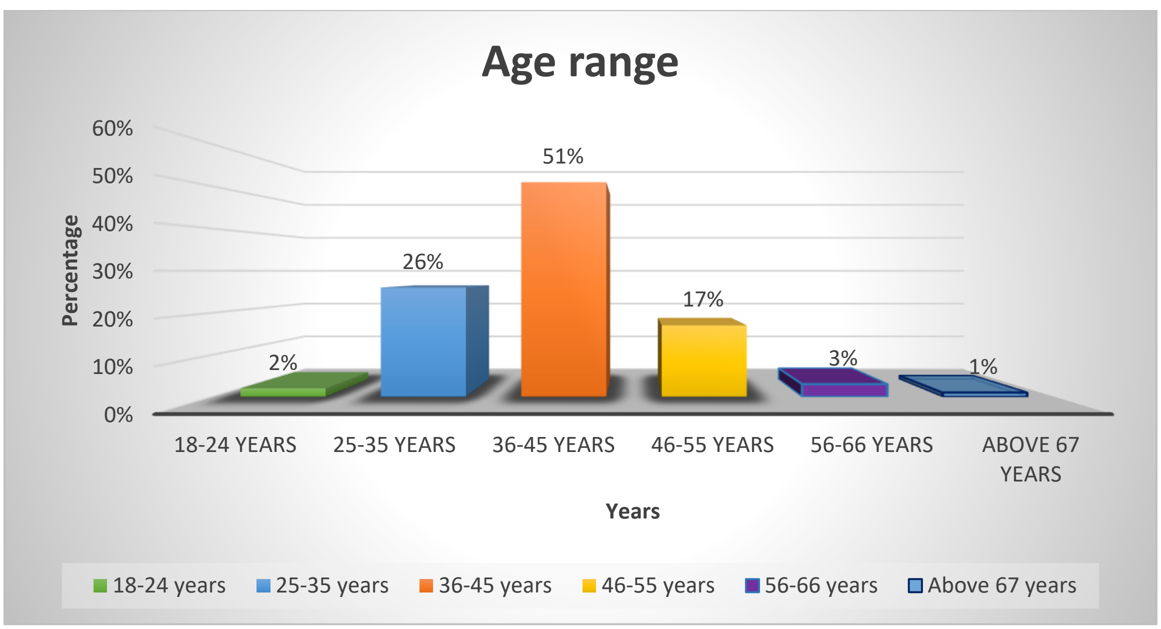


Figure 4.3: Age range

From the figure 4.3 above it can be seen that 2% of the respondents were in the age range of between 18-24 years, 26% were in the age range of between 25-35 years, 51% were in the age range of between 36-45 years, 17% were in the age range of between 46-55 years, 3% were in the age range of between 56-66 years whilst 1% were in the age range of above 67 years. This shows that the majority 51% were in the age range of between 36 and 45 years. According to Bhebhe & Kwanisai (2018) most organizations employ workers of 35-50 years age range so as to increase strong commitment to the business organization because this age group is more mature and loyal to the organization. This age group could provide honest and mature answers in regards to the impact of supply chain management practices on the overall performance of the organization.

4.2.3 Level of education

According to Triventi (2013) it is important in any research study to get to know the level of education of respondents such that the researcher gets to know if respondents are capable of providing honest and reliable responses about the research before sound conclusions can be made. Figure 4.4 below presents respondents by level of education.

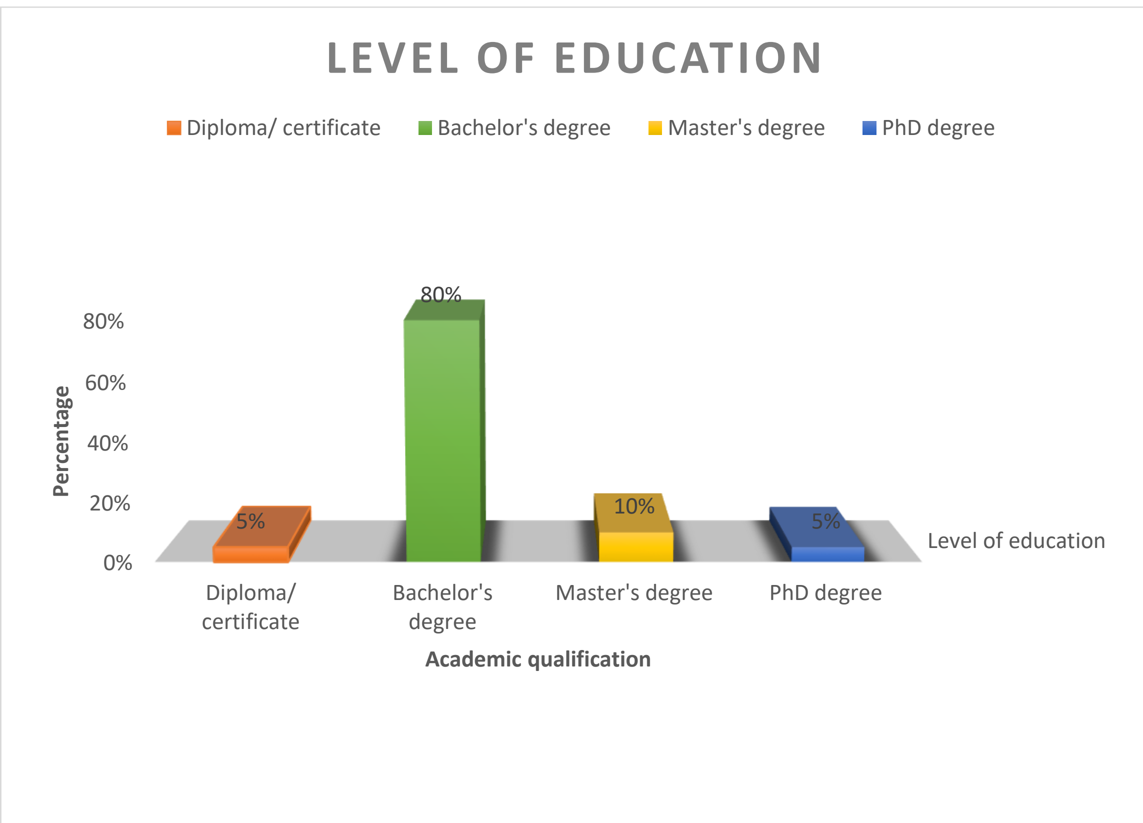


Figure 4.4: level of education

From the figure 4.4 above it can be noted that 5% of the respondents noted that they had a diploma/ certificate, 80% cited they had a bachelor's degree, 10% cited having a master degree whilst 5% cited having a PhD degree. This shows that the majority 80% had a bachelor degree and they were in a position to interpret all the questions on the impact of supply chain management practices on the overall performance of the organization. According to Shoko (2014) Literacy levels in Zimbabwe are believed to be at 90%, the highest in Africa, although Zimstat says 97% of the country's 13 million people are literate.

4.2.4 Position

Respondents of the study were given aspects to choose such as being executive, senior management, middle management, junior management and non-managerial employee and their responses were recorded down. Figure 4.5 below presents their responses.

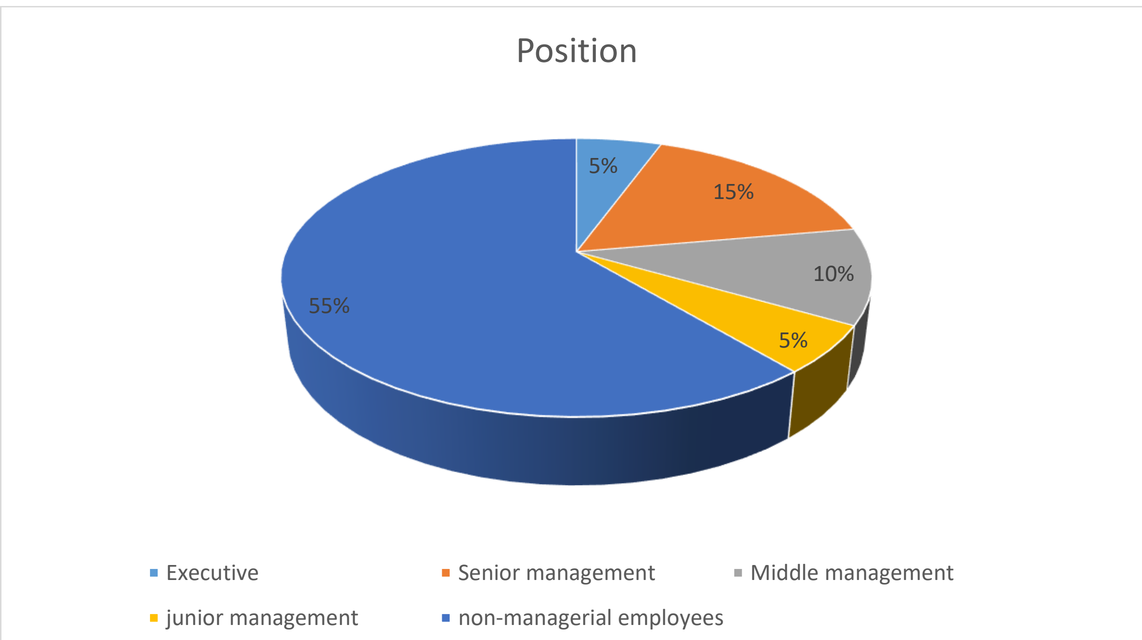


Figure 4.5: Position

Source: Survey

From the figure 4.5 above it can be noted that 55% cited being non-managerial employees, 5% cited being in the executive, 5% being junior managers, 10% being in the middle management whilst 15% were senior managers. For the purpose of this study the researcher wanted to know positions such that the researcher would target some questions specifically for the people who craft objectives on improving overall performance of the organization through supply chain practices.

4.2.5 Working experience

Respondents of this study on the impact of supply chain management practices on the overall performance of the organization were asked to record down their working experience. Figure 4.6 below shows responses in regards to working experience

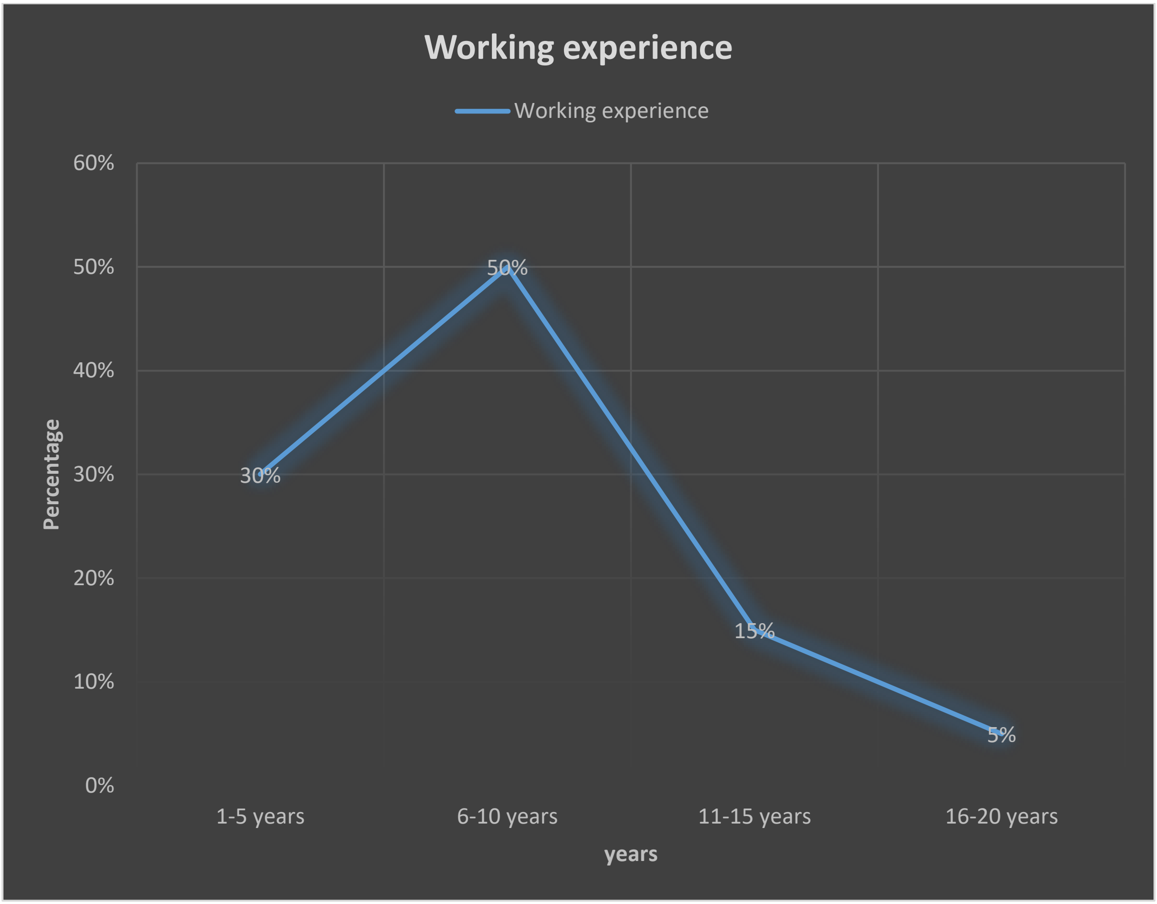


Figure 4.6: Working experience

Source: Survey

From the figure 4.6 above it can be deduced that 30% of respondents cited they have been attached to organization for a period of between 1-5 years, 50% have been with the organization for a period of between 6-10 years, 15% noted they have been with the organization for a period of between 11-15 years whilst 5% indicated 16-20 years. From these results one can figure it out that these respondents have been with the organization for a long time. According to Triventi (2013) lllong-tenured employees are those who have worked for a firm for more than five years and these employees tend to be aware of most activities which takes place in the organization. In this study the respondents were aware of supply chain management practices which have been undertaken by their organization which resulted in organizational performance.

4.3 Descriptive statistics

Descriptive statistics are used to summarise and describe a variable or variables for a sample of data. In this study the researcher adopted descriptive statistics on the impact of establishing supplier relationships on organizational performance, the effect of inventory management on organizational performance, the impact of sourcing on organizational performance and the relationship between supply chain management and organizational performance

4.3.1 The impact of establishing supplier relationships on organizational performance

Table 4.1 below shows that the means of impact of establishing supplier relationships on organizational performance sub-variables range from 4.02 up to 4.35 and standard deviation ranges from 0.64 up to 0.40. This indicates that respondents agree on impact of establishing supplier relationships on organizational performance. Moreover, the mean for the total is 4.29 with a standard deviation of 0.33, which assures the impact.

Table 4.1: Means and Standard Deviation for impact of establishing supplier relationships on organizational performance

No	The impact of establishing supplier relationships on organizational performance	Mean	S.D.	N
1	The organization through establishing supplier relationship has optimized risk management thereby enhancing organizational performance	4.24	0.64	64
2	Supplier relationship has enabled the organization to improve administrative efficiencies	4.02	0.29	64
3	We have managed to reduce cost through establishing supplier relationships	4.35	0.48	64
4	There is a positive connection between the supplier relationship and profitability of the organization	4.28	0.40	64
Total Means		4.29	0.33	

The lowest mean score of 4.02 with a standard deviation of 0.29 on supplier relationship has enabled the organization to improve administrative efficiencies while the highest mean score of 4.35 with a standard deviation of 0.48 on the company have managed to reduce cost through establishing supplier relationships. On average the participants in the study agreed that the organization have managed to reduce cost through establishing supplier relationships. According to Nagati & Rebolledo (2019), managers are empowered to build stronger connections with suppliers based on the value of each individual provider so as to reduce costs.

4.3.2 The effect of inventory management on organizational performance

Table 4.2 below shows that the means for effect of inventory management on organizational performance items ranges between 4.26 up to 4.40 with standard deviation ranges from 0.48 up to 0.65, this indicates that the respondent agrees on effect of inventory management on organizational performance items. The average mean of effect of inventory management on organizational performance items is 4.35 with a standard deviation of 0.068 hence there was an effect.

Table 4.2: Means and standard deviation for effect of inventory management on organizational performance

No	The effect of inventory management	Mean	S.D.	N
1	Inventory management helps companies identify which and how much stock to order at what time	4.34	0.65	64
2	The company tracks its inventory from purchase to the sale of goods thereby improving organizational performance	4.41	0.49	64
3	The practice of inventory management enables the organization to identify and responds to trends to ensure there's always enough stock to fulfil customer orders and proper warning of a shortage	4.26	0.60	64
4	Through inventory management the organization has attained efficiency	4.34	0.48	64
Total Means		4.35	0.09	

The lowest mean score of 4.26 with a standard deviation of 0.60 on the practice of inventory management enables the organization to identify and responds to trends to ensure there's always enough stock to fulfil customer orders and proper warning of a shortage while the highest mean score of 4.41 with a standard deviation of 0.49 on the company tracks its inventory from purchase to the sale of goods thereby improving organizational performance. On average the participants in the study agreed that the company tracks its inventory from purchase to the sale of goods thereby improving organizational performance. Hamunyari (2015) denotes that through inventory management a company can track its inventory from purchase to the sale of goods thereby improving organizational performance.

4.3.3 The impact of sourcing on organizational performance

Table 4.3 below shows that the means of impact of sourcing on organizational performance items ranges between 4.02 up to 4.35 and standard deviation ranging from 0.13 up to 0.67, this indicates that the respondent agrees on impact of sourcing on organizational performance and there was an impact. The average mean of impact of sourcing on organizational performance items is 4.01 with a standard deviation of 0.19, which assures the impact.

Table 4.3: Means and standard deviation for impact of sourcing on organizational performance items

No	Impact of sourcing	Mean	S.D.	N
1	Sourcing has assisted us to reduce direct and indirect costs	4.02	0.13	64
2	Sourcing has assisted the organization to mitigate supplier risks	3.09	0.34	64
3	Sourcing has improved our relationships with customers	4.08	0.28	64
4	Sourcing allows the organization to develop a team that can test solutions of any magnitude and branch into various solutions	4.35	0.67	64
Total Means		4.01	0.19	-

According to the findings presented in Table 4.3 above the rating with the lowest mean score was 3.09 and it had a standard deviation of 0.34 which is sourcing has assisted the organization to mitigate supplier risks, while the rating with the highest mean score was 4.35, and its standard deviation was 0.67 being sourcing allows the organization to develop a team that can test solutions of any magnitude and branch into various solutions. Respondents, on average, admitted that sourcing allows the organization to develop a team that can test solutions of any magnitude and branch into various solutions. Ha (2015) noted that sourcing allows the organization to develop a team that can test solutions of any magnitude and branch into various solutions.

4.3.4 The relationship between supply chain management and organizational performance.

Table 4.4 below shows that the means for relationship between supply chain management and organizational performance items ranges between 4.34 up to 4.41 with standard deviation ranges from 0.48, this indicates that the respondent agrees on relationship between supply chain management and organizational performance items. The average mean of relationship between supply chain management and organizational performance items is 4.35 with a standard deviation of 0.0686.

Table 4.4: Means and standard deviation for relationship between supply chain management and organizational performance items

No	Relationship between supply chain management and organizational performance	Mean	S.D.	N
1	Through supply chain management our organization has collaborated with best suppliers	4.38	0.48	64
2	We have attain a stronger cash flow through supply chain management	4.38	0.48	64
3	Supply chain management has been assisting the organization to mitigate risks	4.41	0.49	64
4	Through supply chain management our organization has collaborated with best suppliers	4.34	0.65	64
Total Means		4.35	0.07	-

According to the findings presented in Table 4.4 above the rating with the lowest mean score was 4.34 and it had a standard deviation of 0.65 that is through supply chain management our organization has collaborated with best suppliers, while the rating with the highest mean score was 4.41 and its standard deviation was 0.49 that is supply chain management has been assisting the organization to mitigate risks. Respondents, on average, admitted that supply chain management has been assisting the organization to mitigate risks. Goodell (2020) points out that supply chain management has been assisting the organization to mitigate risks.

4.4 Qualitative data

4.4.1 The impact of establishing supplier relationships on organizational performance

During interviews

Respondent 1 noted….. *Cooperation between buyers and suppliers may provide significant benefits, such as improved operational performance, the protection of valuable resources and technology and cost reductions*

Respondent 2 noted…. *There are normally some considerable costs involved in establishing up relationships with new suppliers, but a supplier relationship management strategy can reduce many of those costs. By engaging in a mutually beneficial relationship with important suppliers, a company can seek for cost savings over the long run. Good working relationships with suppliers will not only bring cost savings, they will eliminate availability problems, delays and quality issues and that implies a better service for the consumer*

Respondent 3 noted….. *Communication gets better as a clear and established relationship with a supplier grows over time. As a result of gaining a more comprehensive understanding of the companies they service, suppliers are better able to meet the requirements outlined by those businesses. There will be fewer holdups in the supply chain, and the flow of activities will become significantly more efficient. And in the event that there are problems with the ordering procedure, having a productive working connection between the client and the supplier will make it simpler to overcome any problems*

Respondent 4 noted that …. *Massive swings in market pricing are the single most unsettling factor for customers. There are also instances in which these shifts are a direct consequence of an increase in the volatility of the prices of commodities. Companies, on the other hand, can frequently benefit from set pricing or scaled increases in exchange for lengthier contract terms, minimum order levels, or a variety of other qualifying conditions if they adopt the ideas of supplier relationship management and put them into practise. A business that is in possession of a cost base that is transparent and free of ambiguity is in a position to establish its own price structures with a degree of confidence. This, in turn, typically results in more satisfied and devoted patrons*

Respondent 5 cited that ….. *Both the supplier and the buyer are able to have a deeper understanding of the inner workings of the other's firm as a result of the interdependence of certain aspects of their respective operations. In some instances, both parties will be able to modify their own working habits and procedures in order to better suit the other, which can lead to additional efficiencies and advantages in terms of operation. The consolidation of the supply chain may make it possible for buyers to cut down on the number of suppliers they buy from, which would simplify the process of purchasing goods and would also make it much easier to stick to a budget*

Respondent 6 cited that ….. *The open flow of feedback and ideas is enabled by a long-term partnership between supplier and buyer. This will result in a more streamlined, efficient supply chain over time, which might improve both costs and customer service. Product creation, new ordering methods, and inventory control can all be turned into a joint venture, with a variety of financial and operational benefits for both sides. Supplier relationship management is an important part of many ERP software solutions. A corporation can customise its supply chain to match its specific demands by working with its suppliers.*

4.4.2 The effect of inventory management on organizational performance

Respondents of the study were asked to indicate the effect of inventory management on organizational performance.

Respondent 1 noted that … *Inventory management therefore aids in making appropriate business judgments dependent on the reasons of retaining the stocks. These incentives might be commercial,* *cautious or speculative in character. For example, a corporation may elect to keep stock to fulfil production or sales objectives as well as to cover the risk that underestimations can take place in future, it can also hold stock if there is a prospect of earning more in the future therefore holding more of the stock*

Respondent 2 cited … *The management of inventories is also helpful in terms of specialisation. Companies that have their own subsidiaries are given the opportunity to specialise in certain areas. For instance, rather than producing a wide variety of products, each plant may instead produce just one product, which may then be distributed to customers or to storage locations; in this scenario, economies of scale may be achieved through long-run production. It is well recognised that the act of managing inventories may shield an organisation from risk by offsetting the risks that are associated with demand and supply*

Respondent 3 noted… *Inventory accurate and up to date is essential for any organisation. Time, economies of scale, seasonal unpredictability, and seasonal demand are some of the factors that should be considered when deciding whether or not to keep an inventory. Between the moment an order is placed and the time that the items are delivered, there is a window of opportunity for delivery time to pass. In order to prevent financial losses brought on by stock-outs, a company must maintain a steady supply of commodities. It is important to keep in mind that running out of product might even have an effect on the goodwill of a firm*

Respondent 4 noted that … *When a consumer leaves one organisation and goes to another, it is difficult for that company to win them back as a client. Therefore, having insufficient stock is a problem that might result in the organisation losing its edge over other businesses. It takes some time to both process an order once it has been placed and deliver the products that have been requested. The amount of time that must pass in order for this procedure to be completed is referred to as the lead time. When a company places its orders in a timely manner, it may cut down on the lead time. On the other hand, this may not be trustworthy since there is the possibility that unanticipated circumstances may create a delay in the process. Uncertainty is also a reason why corporations keep stockpiles*

4.4.3 Does sourcing have an impact on organizational performance?

Respondents of the study were asked if sourcing have an impact on organizational performance and their responses were captured down

Respondent 1 noted… *Utilizing strategic sourcing may assist in lowering the overall cost of buying while preserving both quality and service levels. Decisions on strategic sourcing, supplier management and integration, and integration must be linked with the goal and vision of the corporation, must entail direct engagement from the operating firm, and must be based on a well-defined business case*

Respondent 2 noted that … *It has been established in several companies that successful strategic sourcing may play an important role in procurement's ability to generate value to the bottom line. Via careful planning and execution, businesses may realise significant cost reductions through the procurement of products and services*

4.5 Chapter summary

This chapter presented the main findings appropriate to the research objectives of the study. This chapter presented a description and analysis of data gathered through the use of questionnaires and interviews. Tables, pie charts and graphs were used for quantitative data presentation whereas qualitative data was used for analysis. The next chapter shall present summary of findings, conclusions and recommendations of the study.

CHAPTER 5

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This study relates to the impact of supply chain management practices on the overall performance of the organization. A case of Halsted Builders Express. This chapter seeks to present summary of findings, conclusions and recommendations of this study. These are made in regard to objectives of the study such as to determine the impact of establishing supplier relationships on organizational performance, to establish the effect of inventory management on organizational performance, to examine the impact of sourcing on organizational performance and to determine the relationship between supply chain management and organizational performance.

5.1 Summary of findings

This section seeks to present summary of findings attained in this study.

5.1.1 The impact of establishing supplier relationships on organizational performance

In this study it was recorded that the organization through establishing supplier relationship has optimized risk management thereby enhancing organizational performance. Moreover respondents noted that supplier relationship has enabled the organization to improve administrative efficiencies. Some cited that they have managed to reduce cost through establishing supplier relationships. Others noted that there is a positive connection between the supplier relationship and profitability of the organization. During interviews it was noted that there are normally some considerable costs involved in establishing up relationships with new suppliers, but a supplier relationship management strategy can reduce many of those costs. By engaging in a mutually beneficial relationship with important suppliers, a company can seek for cost savings over the long run. Good working relationships with suppliers will not only bring cost savings, they will eliminate availability problems, delays and quality issues and that implies a better service for the consumer. Other respondents noted that communication gets better as a clear and established relationship with a supplier grows over time. As a result of gaining a more comprehensive understanding of the companies they service, suppliers are better able to meet the requirements outlined by those businesses. This objective was accomplished.

5.1.2 The effect of inventory management on organizational performance

In this study it was recorded that inventory management helps companies identify which and how much stock to order at what time. Also, it was noted that the company tracks its inventory from purchase to the sale of goods thereby improving organizational performance. Some respondents noted that the practice of inventory management enables the organization to identify and responds to trends to ensure there's always enough stock to fulfil customer orders and proper warning of a shortage. Others noted that through inventory management the organization has attained efficiency. During interviews it was noted that inventory management therefore aids in making appropriate business judgments dependent on the reasons of retaining the stocks. These incentives might be commercial, cautious or speculative in character. For example, a corporation may elect to keep stock to fulfil production or sales objectives as well as to cover the risk that underestimations can take place in future, it can also hold stock if there is a prospect of earning more in the future therefore holding more of the stock. This objective was achieved.

5.1.3 The impact of sourcing on organizational performance

Respondents of the study indicated that sourcing has assisted us to reduce direct and indirect costs, sourcing has assisted the organization to mitigate supplier risks and sourcing has improved our relationships with customers. Other respondents noted that sourcing allows the organization to develop a team that can test solutions of any magnitude and branch into various solutions. During interviews it was noted that utilizing strategic sourcing may assist in lowering the overall cost of buying while preserving both quality and service levels. Decisions on strategic sourcing, supplier management and integration, and integration must be linked with the goal and vision of the corporation, must entail direct engagement from the operating firm, and must be based on a well-defined business case. This objective was attained.

5.1.4 The relationship between supply chain management and organizational performance.

The study established that through supply chain management our organization has collaborated with best suppliers. Others noted that they have attain a stronger cash flow through supply chain management. Some indicated that supply chain management has been assisting the organization to mitigate risks. Through supply chain management our organization has collaborated with best suppliers. This objective was attained.

5.2 Conclusions

This section presents conclusions in regards to the objectives of the study.

5.2.1 To determine the impact of establishing supplier relationships on organizational performance

The participants in the study agreed that the organization have managed to reduce cost through establishing supplier relationships.

5.2.2 To establish the effect of inventory management on organizational performance

The participants in the study agreed that the company tracks its inventory from purchase to the sale of goods thereby improving organizational performance.

5.2.3 To examine the impact of sourcing on organizational performance

Respondents, on average, admitted that sourcing allows the organization to develop a team that can test solutions of any magnitude and branch into various solutions.

5.2.4 To determine the relationship between supply chain management and organizational performance

Respondents admitted that supply chain management has been assisting the organization to mitigate risks.

5.3 Recommendations

This section presents recommendations which can be made in regards to this study

5.3.1 Taking note of the end consumers in planning

End consumers determine the success and failure of supply chains. The ultimate goal of any company is to reach the target market, and the supply chain components are the mechanism by which this might be achieved. Organizations should embark on developing new products and services is a constant challenge for businesses, who are constantly looking for ways to deliver their goods to customers in a timely, cost-efficient, and highly effective manner.

5.3.2 Getting the right product, at the right price, at the right time is the lynchpin to success

Focusing on eliminating all waste along the supply chain, including time wastage is the goal of many organizations which has been assisting in attainment of organizational success. Supply chain inefficiencies can lead to squander as much as a quarter of a company's operating expenses. In the competition improvements in supply chain efficiencies should focus just on material flow can quadruple profit margins for companies with 3 percent to 4 percent profit margins.

5.3.3 Establishing supplier relationships

There are other factors such as establishing supplier relationships which can bring competitive success but also the key to survival. A supplier relationship is a methodical approach to evaluating vendors who offer goods, materials, and services to an organization, determining each supplier's commitment to improvement, and developing methods to enhance their performance. Organizations should embark on increasing numbers of businesses are consolidating their supply chains and implementing preferred supplier programs. As a result, suppliers must increasingly choose between becoming a primary provider to their clients or becoming a backup supplier.

5.3.4 Embarking on inventory management

Inventory refers to stockpiles of raw materials, components, supplies, work in progress, and completed items that occur at different points throughout an organization's production and logistics chain. Inventory management refers to the process of ordering, storing, using, and selling a company's inventory. This involves the management of raw materials, components, and final goods, as well as warehousing and processing of such commodities. Inventory management refers to the methods and processes used to maintain inventory holding levels, limit costs and bottlenecks and manage current and future stock requirements. It should be used to maintain needed service levels for internal and external customers and inventory visibility in supply chains. Organizations should employ inventory management strategies to manage their supplies and inventories of completed items, semi-finished goods, and raw materials. These efforts help the firm to minimize waste and expenditures while increasing sales income. Because raw materials are generally expensive, proper inventory management is crucial to ensuring cost-effective distribution. Mismanagement leads in waste and pilferage. The purpose of inventory management is to keep stocks at the lowest possible cost while ensuring continuous supply for processing processes.

5.3.5 Creating mutual relationships

To be successful, companies need to work together with their suppliers. It is possible to reap advantages from these collaborative ties, both on a financial and operational level, as well as on a strategic one. Improved product quality, faster delivery times, and more flexibility are all factors that contribute to an organization's financial and operational success. There are several ways to reduce expenses. These include increasing operational efficiency and reducing transactional costs. Collaborative relationships may benefit consumers in many ways, including diminished product quality, more dependable delivery, and cheaper purchase costs.

5.3.6 Organizations should embark on evaluation of suppliers

Suppliers and contractors often provide raw materials or replacement components of poor quality. A number of firms rely on suppliers who can provide them with high-quality components or materials at a reasonable price. The pricing of raw materials is an essential consideration for producers, as well. This is because of the effects it has on the ultimate production cost. Despite the fact that the purchase price does not include the procurement department will impose additional expenses on the provider if the procured products are of poor quality or if the purchases are not delivered on time. As a consequence, in addition to the unit price of acquired inputs, all buy costs, including expenditures due to low quality, late delivery, and other factors, must be taken into account when evaluating suppliers.

5.4 Further areas of the study

This study was on the impact of supply chain management practices on the overall performance of the organization. A case of Halsted Builders Express. Other areas of research should focus on

i. Effectiveness of supply chain management practices on organizational performance in manufacturing industry
ii. The impact of sourcing on organizational performance
iii. The effect of inventory management on sales performance of manufacturing organizations

5.5 Limitations of the study

This section seeks to provide limitations which were faced by the researcher

5.5.1 Access to Information

The nature of the study calls for confidential information related to the organization. Respondents may feel intruded when requested to complete a questionnaire which requires them to disclose such information. In order to mitigate this short coming the respondents assured of confidentiality and ethical handling of the information.

5.5.2 Financial difficulties

The researcher faced limited financial resources challenges he required money for printing, travelling and contacting his supervisor. The researcher had inadequate funds to travel. To solve this challenge the researcher managed to borrow from CBZ bank.

5.5.3 Covid 19

Covid 19 affected this research in the sense that the researcher could not meet and address all respondents at once. Travelling schedules were also affected. Meanwhile the researcher followed Covid 19 guidelines as stipulated by WHO.

5.5.4 Some respondents could not interpret the questionnaire

Some respondents who completed the questionnaire could not understand terms which were used in the questionnaire such as employee compensation. Meanwhile the researcher explained all terms to respondents in such a way that they understood them.

5.5.6 Some respondents could not divulge information

Some respondents could not give full information, associating it to organizational politics. Meanwhile the researcher explained to respondents that the study was sorely for academic purposes only and showed them her student identity card. Meanwhile the research study went well.

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