LOGISTICS CONTROL AND ORGANISATIONAL PERFORMANCE

CASE STUDY OF UGANDA BAATI

BY

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A RESEARCH PROJECT SUBMITTED TO KAMPALA INTERNATIONAL UNIVERSITY COLLEGE OF ECONOMCS AND MANAGEMENT IN THE PARTIAL FULFILLMENT FOR THE AWARD OF A BACHELORS DEGREE IN SUPPLY CHAIN AND PROCUREMENT MANAGEMENT

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DECLARATION

I, **MUTAAYI FRANK** do hereby declare and solemnly state that this research report was conducted under the topic "LOGISTICS CONTROL AND ORGANISATIONAL PERFORMANCE" is original and a result of my own efforts and has never been submitted to any University for any academic award. Where the work of others has been consulted due acknowledgement was made.

Signature..... Date.....22/07/2018.....

MUTAAYI FRANK

APPROVAL

This is to certify that the following research report prepared by **MUTAAYI FRANK** which has been carried out under the title of "Logistics Control And Organizational Performance which took place in "Uganda Baati Limited" is now ready for submission to Kampala International University with my approval.

Supervisors signature..... Date.....

MR. MULIMIRA EMMANUEL

DEDICATION

This piece of work is dedicated to my father **Late Rukongoka Eliphaz**, mother **Esther Kyabitama**, my beloved family members and friends who supported me throughout my research work.

ACKNOWLEDGEMENT

I thank the Almighty God who has guided me throughout my whole study, without his grace and mercy I would not have been what am.

Special thanks are extended to my supervisor Mr. Mulimira Emmanuel who sacrificed most of his time in advising, guiding and tirelessly correcting me throughout the compilation of this work. I wish to acknowledge the fact that without his encouragement and guidance, this research report would not have appeared the way it is. May he live longer and be blessed

I would like to acknowledge and extend my statement of appreciation and gratitude to the various people who assisted me in various ways to make it possible to accomplish this research work in time.

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For those who wished me well and supported me in my studies especially my Dad, Mom , my brothers , and sister, I say God bless you.

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LIST OF ACRONYMS

WMS – Warehouse Management System

AIDC – Auto Identification Data Capture

LAN – Local Area Network

RFID – Radio Frequency Identification

SKU – Stock Keeping Units

UBL – Uganda Baati Limited

IT - Information Technology

CVI – Content Validity Index

PDSQ – Physical Distribution Service Quality

SPSS – Statistical Package for Social Scientists

DHL – Dalsey Hillbrom Lynn

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ABSTRACT

This study examined logistics control as being the independent variable and organizational performance as the dependent variable. The study also looked at the effect of organizational culture and funds as the intervening variable on the relationship between logistics control and organizational performance. The specific objectives of the study were to examine the impact of ordering process on organizational performance, to find out the impact of warehousing on organizational performance and to establish the impact of transportation on organizational performance. The study used descriptive correlation quantitative design research designs. The target population for this study was the employees and administrators of Uganda Baati Limited Wakiso. A semi- structured questionnaire was administered and hand delivery. Secondary data was obtained from both published and unpublished records. The questionnaire was tested for validity and reliability. The technique used to analyze data is SPSS software program and data analysis will be conducted on respondents in two perspectives, which is descriptive and inferential data analysis. The study found that transport control; warehouse control; and order process control were individually predictors of firm performance with warehouse control being the most significant predictor. The results support the current theories related to the study. Consequently, this study provides firms managers with insights of how firms can develop a competitive edge through the implementation of logistics control. This study therefore, recommends that factors associated with logistics control need to be considered by firms in their performance strategic plans as they have significant impact on performance. Further, the government should provide incentives to information systems associated with logistics control since they have direct impact on firm performance such as tax rebate on logistics information systems. The study concludes that logistics control has the potential of positively influencing organizational performance in terms of cost reduction, timely delivery, reduced lead time, demand realization, increased market share, quality products and customer service satisfaction

CHAPTER ONE

1.0 Introduction

The chapter presents the background to the study, problem statement, purpose of the study, general and specific objectives, research questions, scope of the study, significance of the study and conceptual framework.

1.1 Background of the problem

The global nature of business has forced most companies to recognize the critical role of back end operations of a logistics control. As firms focus on production, marketing, Human Resource Management and finance, greater attention is required to achieve customer satisfaction through efficient logistics (Sink, 1997). Management of logistics functions in modern organizations involves decision making for the complete distribution of goods and services in the marketing function (Watson and Pitt, 1989) with a view to maximize value and minimize cost and more so to enjoy and achieve efficient supply chains. The growing awareness that competitive advantage comes from the delivery process as much as from the product (Chanzu, 2002) has been instrumental in upgrading logistics from its traditional back-room function to a strategic boardroom function (Luck & Rubbin, 2006). In the era of globalized economy, the intensified competition pushes companies to contract out logistics operations and cut costs in an effort to concentrate on core competencies. The logistics industry began to transform from the traditional transportation industry and this is continuing at a rapid rate. Ross 1997 also offered a global perspective of logistics operation, he views as evolution of four distinct areas; warehousing and transportation management, total cost management, integrated logistics management and supply management.

In United States and many European countries, the development of the logistics industry began by merely providing tactical transportation and warehouse services to more centralized logistic functions aimed at cost control and customer services. In these countries, the role of logistician then continued to expand from total cost management to the integrated logistics solution providers. The integrated logistics solution providers in those countries act as leverage to the capacity of third party logistic providers, technology service providers, and business process mangers to create a solution through a centralized point of contact.

In Africa, the logistics system is still ineffective as compared to any other continent in this world (Holmberg, 2009). This view was also shared by the report of the American trade department as it reported that it costs more to ship a ton of wheat from Mombasa in Kenya to Kampala in Uganda than it did to ship from Chicago to Mombasa. But several companies are trying to make the best of Africa's infrastructure to construct transcontinental logistics networks. Among them are DHL, MEARSK, Dubai world and Chinese companies supplying oil and mining projects in Angola and the Democratic republic of Congo. The clear leader so far was Bollore' Africa Logistics, a division of Bollore', a French industrial conglomerate. West Africa's exports (excluding oil) and 25% of the East Africa's cotton and cocoa as well as much of it's coffee, rubber, and timber. With offices in 42 African countries, 31,000 employees based in Africa, Ballore' is bullish on the continents prospects.

In Uganda, Kampala in particular, the state of logistics operation in many organizations especially companies like Uganda Baati have challenges with logistics control and the logistics operational staff are unaware of the pure mechanisms of its operation that has left its operation in shambles (Choi, Seung-Jin; Burgess 2007). Many factors could be responsible for this cause and one of them could be related to ineffective logistics control. It is within this framework that this study will attempt to investigate the logistics practices in the company and establish how it has affected its performance.

1.2 Statement of the problem

Although government has promoted financial management and financial access, organized training on strategic quality management operations for many organizations in Uganda, Kampala in particular, organizational performance of many companies in the country has been estimated to be low at 3.2% (Lambert and Knemeyer, 2003). The authors also noted that the firms in Uganda face problem of poor logistics control which has affected their ability to satisfy customer needs. Thus, these companies in Uganda face fierce challenges to import the equipments they need from abroad so as to run their business and even to deliver their finished products to their ultimate customers within the country (Uganda private sector foundation, 2012). Although several factors could be responsible to the poor performance (as regard to inadequate production, low competitiveness with other firms, low level of technology, and poor quality of raw materials) of many companies in Kampala including Uganda Baati, one of these could be

related to logistics control practices. It is within this framework that this study will attempt to establish logistics control practices and determine how they have impacted on the organizational performance of the company such that appropriate measures can be laid down for improvement.

1.3 Purpose of the study

The purpose of the study was to assess the impact of logistics control on the organizational performance of Uganda Baati Limited Wakiso.

1.4 Specific objectives

(i) To find out the extent to which order process management impacts on the organizational performance of Uganda Baati Limited Wakiso.

(ii) To examine the impact of warehousing on the organizational performance of Uganda Baati Limited Wakiso.

(iii) To find out the influence of transportation on organizational performance of Uganda Baati Limited Wakiso.

1.5 Research questions

(i) To what extent does order process management impact on the organizational performance of Uganda Baati?

(ii) To what extent does warehousing impact on the organizational performance of Uganda Baati?

(iii) What is the influence of transportation on organizational performance of Uganda Baati Kampala?

1.6 Scope of the study

The study was conducted in Kampala District of Uganda in Uganda Baati Limited. This company was selected for this study because it is among others that holds a reasonable logistics function. In this regard, researching on the company will provide various measures through which performance under logistics function can be realized.

The study concentrated on logistics control and organizational performance. Logistics control was investigated in terms of effectiveness of ordering, warehousing, and transportation. On the other hand, organizational performance was determined as regards to time, cost and quality of service delivered.

The study examined the impact of logistics control practices on organizational performance covering a period from 2012 to 2017, thus five year activity. This period is proposed for this study because it's the time when many companies including Uganda Baati did not perform to the expected level.

1.7 Significance of the study

The researcher hopes that this study will commonly benefit the business organization by recognizing the importance of logistics decisions on profitability and wishes in particular that this study has yield data and information that will be useful for understanding the effects of logistics control on the firm's performance.

The findings and recommendations of this study will be useful for decision makers of logistics activities and the developers of strategic growth of those organizations because they will rely on concrete knowledge of understanding their logistics decisions to the profitability of their respective firms. This will improve their financial performances.

The findings will be useful to other researchers in future for further research in related areas and the results of the study will add onto the existing literature for reference by scholars, researchers, firms and other parties interested in the subject.

CHAPTER TWO

Literature review

2.0 Introduction

This chapter presented the concepts, opinions, ideas from authors/experts, it gave an incite of the review on theories, conceptual framework and related literature presented in line with the research objectives.

2.1 Theoretical review

This study was based on the agency theory. This theory was postulated by milgrom and Roberts (1992) and it explains how best to organize relationships in which one party determines the work while another does the work. The theory reflects an approach that involves the application of the game theory to the analysis of a particular class of interactions, viz. 'situation in which one individual (the agent) acts on behalf of another (the principal) and is supposed to advance the principal's goals (milgrom and Roberts 1992)

Kulik (2005) believes that in the relationship in the agency theory, the principal hires an agent to do the work, or to perform a task the principal is unable or unwilling to do. In giving out an example, Kulik (2005) notes that in corporations, the principals are the shareholders of a company, delegating to the agent ie the management of the company, to perform tasks on their behalf.

Kulik (2005) further notes that the agency theory assumes both the principal and the agent are motivated by self interest. This assumption of self interest dooms agency theory to inevitable inherent conflicts. Thus, if both parties are motivated by self interest, agents are likely to pursue self interested objectives that deviate and even conflict with the goals of the principal. Yet, agents are supposed to act in the sole interest of their principal.

To determine when an agent does or does not act in their principals interest, the standard of agency loss has become commonly used. Fraser and Waschik (2002) for instance note that agency loss is the difference between the best possible outcome for the principal and the consequences of the acts of the agent. In stressing his position on agency loss, fraser and waschik

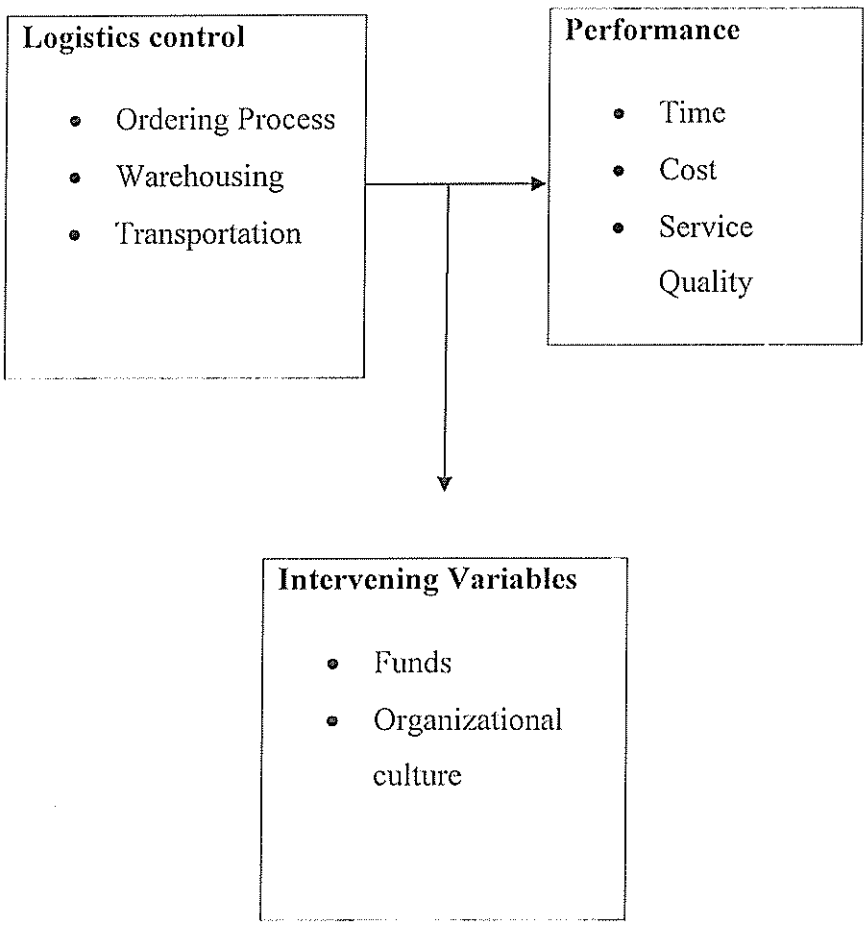
2002 argues that when an agent acts consistently with the principals interest, agency loss is zero. Thus, their view is that the more an agents acts deviate from the principals interests, the more agency loss increases. When an agent acts entirely in her own self interest, against the interest of the principal, then the agency loss becomes high.

Kulik (2005) in his work categorically points out the objectives of agency theory. According to him, agency theory relies on an assumption of self interested agent who seeks to maximize personal economic wealth. Kulik however notes that the challenge is therefore, to get agents to either set aside their self interest, or work in a way in which they may maximize their personal wealth while still maximizing the wealth of the principal. The scholar also believed that a standard of agency duty and action is necessary, not because agents are universally selfish, but because the potential for differences between the principal's and agents interests exist.

Scholars like Doris (2002) and Heath (1996) however view agency theory as a critical theory. Their discussion focused upon the mischief that can be caused by an overly-literal use of agency theory as tool for understanding the relations between individuals within a firm. Thus the use of agency theory as the methodological foundation of a positive theory if the firm tends to produce a highly distorted image of how these organizations function, which can in turn have undesirable effects upon behavior if naively adopted as an accurate account of reality.

2.2 Conceptual framework

Independent Variable **Dependent Variable**



Source: Adopted from Schermerhorn et al, (2002), Weele (2005)

The conceptual frame work explained the variables of the study. It explains logistics control in terms of ordering, warehousing, and transportation and organizational performance as regards to time, costs incurred and quality of service delivered. Thus, the conceptual framework assumes that effectiveness on logistics control as regards to ordering, warehousing and transportation can significantly impact on organizational performance as regards to time, cost incurred and quality service delivered. However, the intervening variables suggest that the linear interaction between independent and dependent variables can be interrupted by inadequate funding and lack of focus in organizational culture.

2.3 Related literature

2.3.1 Order Process Management and Organizational Performance

Order processing is the term used to identify the collective tasks associated with fulfilling an order for goods or services placed by a customer and it formed the basis for the information flow in a logistics system (Christopher, 2010). It had three principal functions that is, create a flow of information that preceded the goods, accompanied them and followed them (Christopher, 2010). The importance of accurate information to achieving superior logistical performance had historically been underappreciated. While many aspects of information were critical to logistics operations, the processing of orders was of primary importance ((Bowersox, *et al.*, 2010).). Failure to fully comprehend this importance resulted from not fully understanding how distortion and operational failures in order processing impact logistical operations ((Bowersox, *et al.*, 2010).). Order processing is the term used to identify the collective tasks associated with fulfilling an order for goods or services placed by a customer (Stevenson, 2009).

The order processing system is the communications network which provides information necessary for the management of the interfaces between logistics and the other functional areas of the firm as well as within logistics (Pfohl, 2004). The order processing procedure begun with the acceptance of the order from the customer, and it's not considered complete until the customer receives the products and determined that 50 orders have been delivered accurately and completely (Stevenson, 2009). It has three principal functions for a firm it created a flow of information that preceded the goods, accompanied them and followed them (goods) (Mangarulkar, *et al.*, 2012). The benefit of fast information exchange is directly related to work balancing. Bowersox, *et al.*, (2010) stated that, it made little sense for a firm to accumulate orders at a local sales office for a week, mail them to a regional office, process the orders in a batch, assign them to a distribution warehouse, and then ship them via air to achieve fast delivery. In contrast, Internet transmission of orders direct from the customer, combined with slower, less costly transportation, achieved even faster and more consistent delivery service at a lower total cost (Bowersox, *et al.*, 2010). Quick, accurate processing had a favorable effect on the entire flow of goods. As a result, a firm should always pay special attention to efficient processing. The capability and efficiency of order processing should have been evaluated regularly using indicators that tracked the reliability and flexibility of order handling (Pfohl, 2004). In most supply chains, customer requirements were transmitted in the form of orders. The processing of these

orders involved all aspects of managing customer requirements, including initial order receipt, delivery, invoicing, and collection. The more quickly an order was transmitted, entered and processed, the more time (lead time) management had for planning transportation and inventory activities while meeting the required customer service levels. The logistics capabilities of a firm could be as good as its order processing competency and more so when managed efficiently.

2.3.2 Warehousing and organizational performance

A warehouse is a facility in the supply chain to consolidate products to reduce transportation cost, achieve economies of scale in manufacturing or in purchasing or provide value added processes and shorten response time. Warehousing has also been recognized as one of the main operations where companies can provide tailored services for their customers and gain competitive advantage. There are various types of warehouses, they can be classified into production warehouses and distribution centers and by their role in the supply chain they can be classified as raw material warehouses, work in progress warehouses, finished good warehouses, distribution warehouses, fulfillment warehouses, local warehouses direct to customers demand and value added service warehouses, Vazquez, D, Bruce, M and Studd R (2003).

Soroka (2002) contend that warehousing was no longer the soiled operation ignored by those in the supply chain who do not directly toil within the four walls of a distribution environment. Companies are expecting more from their warehouse and distribution centre operations (referred to generically as warehouses in this report). They demand greater visibility in order, inventory and task statuses inside the warehouse. And they expect improved productivity to support sales growth, channel expansion and increasingly tailored fulfillment service for customers.

Regardless of company revenue or facility square footage, Aberdeen analysis finds that warehouse management system (WMS) automation was a primary key in helping warehousing operations to turn the corner in best in class productivity. A new generation of warehousing technology was offering expanded capabilities and improved visibility and analysis features. Almost 60% of the 180 companies participating in Aberdeen's warehouse productivity benchmark indicate that they are planning to update or replace their WMS in the next 18months. Companies of all sizes were about equally as likely to be planning to invest in warehouse technology. Lyson K and Farringhton B (2006)

A warehouse management system WMS primarily aims to control the movement and storage of materials within a warehouse and a process the associated transactions including shipping, receiving, put away and picking. A warehouse management system WMS was a database driven computer application, to improve the efficiency of the warehouse by directing cut a way's and to maintain accurate inventory by recording warehouse transactions. The system also directs and optimizes stock based on real time information about the status of the bin utilization. Lyson K and Farrington B (2006) further argued that it often utilizes Auto ID Data Capture (AIDC) technology such as barcode scanners, mobile computers, wireless LAN's (Local Area Networt) and potential radio frequency identification (RFID) to efficiently monitor the flow of products. Once data has been collected, there was either batch synchronization with or a real time wireless transmission to a central database. The database can then provide useful reports about the status of goods in the warehouse.

The primary function of the warehouse control system was to receive information from the upper level host system. Most often, being the warehouse management system, and translate it for the daily operations. A common goal was to ensure a situation where warehouse employees never have to retype information because it already lies in one system or was collected automatically. Warehouse control system was usually the interface that was used to manage processes, people and equipment on the operational level.

Warehousing takes up to between 2% and 5% of the cost of sales of a corporation and with today's highly competitive global business environment organizations are emphasizing on return on assets, and hence minimizing warehousing functions to achieve the increase in throughput rates or inventory turns required for their warehousing operations to be cost effective. Janus D. Pagh (1998).

It was necessary to allocate warehouse resources efficiently and effectively to enhance the productivity and reduce the operational costs of the warehouse. One vital area determining the performance of a warehouse was the determination of the proper storage location for potentially thousands of products in a warehouse. Various factors affecting the storage assignment like order picking method, size and layout of the storage system, material handling system, product characteristics, demand trends, turnover rates and space requirement have been extensively studied. It has been suggested that selecting appropriate storage assignment policy (ie random,

dedicated or class based) and routing methods (i.e. transversal, return or combined) with regards to above factors was a possible solution to improve performance, Anderson W.P (2002).

The use of information systems for warehouse management was studied extensively in literature. Complexity of warehouse management was indicated among others by amount and heterogeneity of handled products, the extent of overlap between them, amount and type of technology as well as characteristics of associated processes. As the complexity increases, it becomes necessary to use warehouse operations. The warehouse with a high amount of processed order lines and amount of stock keeping units was best supported by customized software. It was difficult to update daily operations of inventory level, location of folk lifts and stock keeping units (SKU) in real time by using barcode based or manual based warehouse management system Lambert, D, Knemeyer,M (2007).

Implementation of WMS was necessarily to provide an increase in accuracy, reducing in labor costs if the labor employed to maintain the system was less than the labor saved on the warehouse floor and a greater ability to service the customer by reducing cycle times. WMS was not only a factor that leads to inventory reduction but also in greater storage capacity. An increase in accuracy and efficiency of the receiving process might lead to reduction in the level of safety stock required. But the consequences of this reduction were hardly visible to the overall inventory levels. WMS might just not affect the factors (lot sizing, lead times, and demand variability) controlling the inventory levels. However, WMS was instrumental in more efficient and organized that leads to increased storage capacity. LaLonde, Benard J and Leslie M Dawson (1969).

It was necessary to allocate warehouse resources efficiently and effectively to enhance the productivity and reduce the operation costs of the warehouse. One vital area determining the efficiency of warehouse was the determination of the proper storage locations for potentially thousands of products in a warehouse. Various factors affecting the storage assignment like order picking method, size and layout of the storage system, material handling system, product characteristics, demand trends, turnover rates and space requirements are being extensively studied. It has been suggested that selecting appropriate storage assignment policies (i.e. random, dedicated or class based) and routing methods (i.e. transversal, return or combined) with regards to above factors was a possible solution to improve the efficiency. Various decisions support

models and solution algorithms also established to solve warehouse operation planning problems (Kumar, S and Suresh N, 2008).

The use of information systems for warehouse management was studied extensively in literature. Complexity of warehouse management was indicated among others by amount and heterogeneity of handled products, the extent of overlap between them, amount and type of technology as well as characteristic of the associated processes. As the complexity increases it becomes necessary to use WMS for handling warehouse resources and to monitor warehouse operations. The warehouse with a high amount of processes order lines and amount of stock keeping units was best supported by customized software. It was difficult to update daily operations of inventory level, locations of folk lifts and SKU's in real time by using the bar code based or manual based warehouse management systems.

Aberdeen warehousing analysis points to a number of pressures compelling warehousing logistics professionals to investigate productivity solutions. Dynamic fuel costs have professionals up and downstream in the supply chain scrambling to find cost cutting measures and higher operating efficiencies. Similarly, ever rising square footage expenses are forcing enterprises to think critically about maximizing productivity within their current distribution footprint as opposed to bringing another site online. Large enterprises continue to seek reduction in the number of stock locations and drive more productivity from the remaining distribution centers. Cheng T.C.E (2004).

Kaplan, R,S and Norton, DP (1992) stressed that an increasingly vital part of any warehouse operation was an enterprise ability to deliver on customers demand in a timely fashion. The ability to fulfill orders rapidly reflects on a warehouse's overall operations, software, human capital, system, equipment, etc. However, 58% of companies report that they have not been able to shorten their order fulfillment times since 2004. The median customer order cycle time for survey respondents was two days, from time of order receipt to warehouse shipment.

Smaller companies of under $50million in annual revenue face several challenges in their move towards heightening warehouse efficiency. While smaller companies do a commendable job in delivering product to customers with lower order cycle times (more than half fulfill orders two days of order placement), warehouse visibility remains inadequate. Overall IT infrastructure and

WMS functionality also lag behind in many of these enterprises as compared to their larger counterparts. By neglecting warehouse technology, smaller operations typically hit the wall in productivity gains; many report they can no longer squeeze more productivity out of their operations as their company grows. With stunted IT enhancement, customer service information was also lag.

Midsize companies have a different set of challenges. To compete effectively against their larger competition, many midsize companies are seeking ways to make their warehouse more agile to capitalize on their customers' increasing requirements for tailored order fulfillment. Their ability to be more agile and responsive than larger competitors helps them win and keep business. Nijkamp. (2008).

2.3.3 Transportation and organizational performance

Transport or transportation is the movement of people, animals and goods from one location to another. Modes of transport include, air, road, water, cable, pipeline, and space. The fieldcan be divided into infrastructure, vehicle and operations. Transport was important because it enables trade between people, which was essential for development or civilization. Transport infrastructure consists of a fixed installation including roads, railways, airways, waterways, canals, pipelines and terminals such as air ports, railway stations, bus stations, warehouses, trucking terminals, refueling deports (including fueling docks and fuel stations) and seaports. Terminals may be used both for interchange of passengers and cargo and for maintenance Lakshmanan T.R (2004).

Weele J A (2005) argued that transportation plays a connective role among the several steps that result in the conversion of resources into useful goods in the name of the ultimate consumer. It was the planning of all these functions and sub functions into a system of goods movement in order to minimize cost, maximize service to customers that constitutes the concept of business logistics. The system, once put in place must be effectively managed.

Internally, transportation connects separated activities that result in the conversion of resources in to goods according to the needs and wants of the customer (Tseng et al 2005). Transportation has been important in the whole logistics chain since it facilitates the entire process of materials and products moving into, through out of and back in to the firm consisting of four main

activities; inbound logistics, covering the movement of materials received from suppliers, materials management describing the movement of materials and components within a firm, physical distribution referring to the movement of goods outward from the end of the assembly line to the customer and returns. Transportation was one of the six key logistics activities that drive total logistics costs along with customer service (including parts, service support and returns goods handling), inventory management (including packaging and reverse logistics), warehousing and storage, materials handling and procurement and order processing (including information management and demand forecasting) Lambert et al 1998. Compared to other logistsics costs, transportation cost was the largest cost component often comprising half of the total logistics cost (Thomas and Griffin, 1996).

Externally, transportation performs an intermediary role in the supply chain facilitating the physical flow of goods from where they are produced, to a point of destination where they are needed for use or resale. Hence, it was a business process that spans organizational boundaries linking channel intermediaries of the entire supply chain and encompassing shippers at the input side and consignees at the output side (Lai et al 2004).

Lambert D Knemeyer, M (2007) pointed that the role of transportation in logistics system was more complex than carrying goods for the proprietors. Its complexity can take effect only through high quality management. By means of well handled transport system, goods could be sent to the right place at the right time in order to satisfy the customers' demands. It brings efficacy, and also it builds a bridge between producers and consumers. Therefore, transportation was a base of efficiency and economy in business logistics and expands other functions of logistics system. In addition, a good transport system performing in logistics activities brings benefits not only to service quality but also to company competitiveness.

Transportation is therefore part of a complex network of interrelated activities both in internal and external supply chains. The process of understanding how these activities are related, influence each other and translate to efficiency was a difficult task. In order to uncover the other business operations so as to trace how possible changes in transport system could affect the organizations transport efficiency. Transport supply can be altered via improvements that have to do with the expansion of transportation capital or the establishment of new policies and technologies both aiming at the improvement of the transportation system's efficiency (lower

cost) and effectiveness (better quality in terms of transit time and its reliability) Konings R Priemus H (2008).

According to Kaplan and Norton (1996) customer satisfaction and loyalty are affected by three factors; product attributes in terms of quality, price and functionality customer relationships in terms of time, dependability, flexibility of image and reputable quality that was consistent to customer expectations (Sack 2007), was affected mostly by transit times especially in case of time sensitive goods. Soosay Chapman (2006) recognized several metrics under the term quality which include picking/dispatch accuracy, document/invoice accuracy, damage frequency, order entry accuracy, number of customer returns, number of credit claims, information accuracy and information availability.

Transportation cost was especially important in determining the method used to quote the firm's selling price and decide between different pricing methods such as FOB iV freight origin terms and delivered terms (Johnson et al).

According to stalk (1988) time was a source of competitive advantage. Melnyk and Denzler (1996) distinguished between six lead times that have to do with product design and engineering, procurement, production, delivery, order management and other times (ie time to respond to claim). SCOR uses the measure 'order fulfillment time' to include the above mentioned time (SCC 2006). This aim for every company was to reduce lead times in general but to eliminate those that do not add value. This effort towards 'time compression' that was initially mentioned by New (1992) does not necessarily mean speeding up but according to the type of the organization and the type of the product focuses on those operations that only add value to the company (Waters, 2003). Transportation was a value adding activity since it was the connective point between production and consumption. Transit time reduction adds value for the companies that needs small order fulfillment lead times but was not always a necessity compared with the associated cost of speed mainly in cases of easily anticipated demand which means earlier planning and lower value products. (Harrison Hoek 2007).

Transportation can also affect the image and reputation of a company to a greater degree especially to the companies selling time sensitive products or trying to differentiate focusing on specific transport strategies that includes transportation quality in terms of speed, frequency,

reliability, safety, flexibility, environmental consideration, energy consumption etc (Konning et al 2008). In such cases an anticipated increase in transit times destroyed their competitive advantage and reputation. The same stands for companies following low cost strategies in the case of increase in transportation costs.

Joseph M N et al 2012 department of procurement and logistics, Makerere University Business School. The paradigm shift from traditional collaboration to E collaborations was due to the continued development of internet enabled communication technologies and globalization trends that have complicated supply chain management operations. Because of the dynamic environment and the need for firm's to remain competitive, this study focused on establishing the significance of introducing internet technologies to increase the effects of collaboration on physical distribution service quality. Data was collected from 270 manufacturers and distributors in Kampala District and analyzed using SPSS. The findings revealed internet technologies have a significant relationship on collaboration arrangements than physical distribution service quality. The study also made numerous contributions through the identification of internet technologies as an intervening variable and also provides practical implications on how to apply internet technologies in collaboration arrangements to improve PDSQ in Uganda's beverage industry.

Sarah et al 2012 conducted a study in April 2012 at Makerere University Business School on the effect of trust and commitment on vertical collaboration and physical distribution this research was intended to investigate the effects of trust and on vertical collaboration and physical distribution service quality in the soft drinks' demand chains in Uganda. The study was prompted by the fact that research on physical distribution service quality in Uganda was still sparse and the effect of trust and commitment on efficiency of soft drinks demand chains was less explored. This study was purposely conducted to significantly contribute in this area by adding knowledge on the factors affecting the efficiency of soft drink' demand chains. Data was collected from 270 manufacturers and distributors in Kampala District which was the capital city of Uganda. The findings revealed significant positive relationships between trust, commitment and physical distribution of service quality. Commitment also had a positive effect on vertical collaboration while trust did not significantly relate to vertical collaboration. The most significant predictor of physical distribution service quality however, was vertical collaboration

and all the study variables accounted for 13% of the variation in physical distribution service quality.

CHAPTER THREE

Methodology

3.0 Introduction

This chapter presents the research design, sampling procedure, research population, sampling approach, sample size, data collection, validity and reliability of the instrument, data gathering procedures, data analysis, ethical considerations and limitation of the study.

3.1 Research design

This study used a descriptive correlation quantitative design. The researcher used quantitative approach to quantify incidences in order to describe current conditions and to investigate the level of logistics control and organizational performance in Uganda Baati Limited. The descriptive correlation quantitative design was used to enable establishment of the relationship between the independent and the dependent variable through quantifiable results.

3.2 Population

The study primarily focused on the employees and administrators from Uganda Baati Limited Wakiso. Thus, the estimated total research population will be 160 administrative staff, heads of departments and operational staff. These categories of people are targeted because it is expected they should be having an adequate understanding of logistics control and organizational performance.

3.3 Sample size

The method of determining the sample size was purposive sampling. The Slovene's formula was used to determine minimum sample size as shown below.

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

Where, N is the total population

n is sample size

a is correlation coefficient (0.05)

Table 1. Population and sampling the study

Category of people	Target population	Sample
Senior administrators	9	9
Departmental Heads	24	23
Operational staff	127	82
Total	160	114

Source; researcher devised

3.4 Sampling procedure

In this study, systematic random and purposive techniques were used to select respondents. Systematic random was employed because it is simple and avoids cases of biasness in sampling. In using systematic random sampling, list of names of different employment categories of employees from Uganda Baati Limited will be obtained from the human resource. Then a systematic random number of two was used such that when two employees are selected, the third was left out and then the fourth and the fifth were selected and this process continued until the sample size was reached. However, the company administrators and departmental heads were purposively selected as there was need to obtain detailed information regarding the study variables. Level of working experience and positions held were considered while selecting heads of departments purposively.

3.5 Sources of data and data collection instruments

Both primary and secondary data formed important parts in this study.

3.5.1 Primary source of data

Primary data was obtained from respondents through interviews and questionnaires.

Interview guides

Interview guides were administered to form key informants. The aim of this technique was to obtain insights regarding the intricacies of issues regarding the study variables from Uganda Baati Limited. This study concentrated on face to face interviews. At least, 9 key informants were interviewed.

Questionnaire

The questionnaires that were used in this study constitute the quantitative data. The questionnaire covered certain themes that will be derived from the research objectives and it will be anonymous and confidential. The questionnaire was self administered since respondents who participated in this study were able to read and write. The scoring system of the questionnaire was four scale or Likert type scale of rating involving; 1= strongly disagree (meaning, disagreeing with no doubt at all), 2= disagree (meaning disagreeing with some doubt), 3= agree (meaning agreeing with some doubt),4= strongly agree (meaning agreeing with no doubt at all). And this was done by ticking (marking) one of the choices outlined above (Creswell 2003). The questionnaires basically target all departments' heads and operational staffs.

3.5.2 Secondary source data

The study also employs secondary data to verify data collected from primary data. Secondary source data was gathered from the administrators of the company about the study variables. The advantage of this type of data is that it is cheaper and more quickly obtained. It is economical, it saves efforts and expenses. Secondary data helps to make primary data collection more specific since with the help of secondary data, one is able to make out gaps and deficiencies and what additional information will need to be collected.

3.6 Validity and reliability of the instrument

Validity

Validity is important in determining whether the statements in the questionnaire instrument and interview manuals are relevant to the study. Content and construct validity will be obtained by the help of surveyors' input during the proposal stage of the study. Colleagues will also be used to look critically at the questionnaire and their advice will be very useful. For the instrument to

be accepted as valid, this average index should be 0.7 or above, (Amin M,E 2005) and the formula to be used is:

$$CVI = \frac{\text{No of items declare valid}}{\text{Total no of items}}$$

Reliability

Reliability will aim at testing the consistency of the instruments to the study (i.e., ability of the instrument to test for the same results over time). To ensure reliability, the researcher will carry out a pilot study where a few respondents will be given questionnaires to rate themselves on the applicability of the instruments. The researcher will use Cronbach's co-effiecient Alpha (internal consistence) to further test for reliability because the answers in the questionnaires have more than two ranges and this method best suites.

3.7 Data gathering procedures

Before the administration of the questionnaires

Before data collection, the researcher will conduct a pre testing data collection using the instrument, using qualitative and quantitative methods to check on reliability and validity of the instrument and to explain the contents of the questionnaire to the respondents.

During the administration of the questionnaire

After collecting the data, data will be analyzed and interpreted into figures, words and tables.

3.8 Data analysis

Upon the completion of the data collection process, the completed questionnaire s were inspected for completeness, edited for errors and omissions before being coded and the data captured on instances where corrections will not be plausible, the questionnaires were discarded.-The data was then organized and summarized using a combination of descriptive statistics. Categorical analysis was done on all key data to yield ordinal data. All the data in section A of the Questionnaire was measured on a nominal scale quantified using dummy variables for purposes of doing higher levels of analysis.

Daniels (1995) described a dummy variable as a variable that assumes only a finite number of values such as 0 or 1 for the purpose of identifying the different categories of a qualitative variable. This implies that the variables did not have quantitative values.

Measures of central tendencies like means and standard deviation were used, utilizing data captured in section B, C and D of the questionnaire.

3.9 Ethical considerations

To ensure confidentiality of the information provided by the respondents and ascertain the practice of ethics in this study, the following activities will be implemented by the researcher.

Soliciting permission through a written request from the top administrators of Uganda Baati limited before carrying out this study. An introductory letter will also be sought from the Kampala International University before setting off for data collection.

Requesting the respondents to sign in the informed consent form will be ensured.

Acknowledging the authors quoted in this study through citations and referencing will be done.

3.10 Limitations to the study

Extraneous variables which might be beyond the researcher's control such as respondents' honesty, personal biases and uncontrolled setting of the study. However, the research will request respondents to be honest as possible and not be biased when giving out their views on the study variables.

Testing, the use of the research assistant can bring about inconsistency in the administration of the questionnaires in terms of time of administration, understanding of the items in the questionnaire and explanation given to the respondents. To minimize this threat, the research assistant will be oriented and briefed on the procedures for data collection.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND DISCUSSION

4.0 Introduction

This chapter presents analysis, interpretations and findings of the study as set out in the research methodology. The analysis is both quantitative and qualitative. The chapter is structured according to the questions in the questionnaire and provides discussion of the findings together with their implications. The results are presented on impact of logistics control on organizational in Uganda Baati Limited, Wakiso. The data was gathered exclusively from questionnaire as the research instrument. The questionnaire was designed in line with the objectives of the study. Moreover the additional data and observations, gained from the survey have been incorporated into the discussion.

The study sampled 114 respondents in Uganda Baati Limited from the target population. Out of the targeted 114 target respondents in UBL, 65 responded by completing the questionnaire, thus achieving a response rate of 57.02 %. According to Nassiuma (2002) only a response rate above 35% is robust enough for statistical sensible analysis.

This response rate was considered statistically sufficient for further analysis. To ensure accurate data collection, the respondents were first notified of the study and the questionnaire was administered on a drop and pick basis. Follow ups were done by means of telephone calls to expedite the process.

4.1 Impact of Order process on organizational performance

The study sought to establish the impact of order process towards organizational performance in Uganda Baati Limited Wakiso. In this regard, respondents were asked to indicate the role order processing plays towards effective organizational performance reasons in order of importance on a five point Likert scale where 5 represents very great extent and 1 very small extent. The results are as depicted in Table 4.1.

Table 2. Order Processing management and Organizational Performance

Order Processing	Mean	Standard Deviation
The organization uses the electronic ordering process	4.4667	0.51640
Deliver right quality of products to customers always	4.3333	0.61721
Orders are processed at the right time	4.3333	0.61721
Management always makes sure we achieve timely delivery	4.2667	0.88372
Employees are skilled with the use of order processing system	4.2667	0.79881
Management ensures internal satisfaction at all times	4.1333	0.74322
Management always monitors payments to ensure zero double payment	4.0067	0.70373
Organization uses order tracking systems	4.0507	0.03280
Organization always achieves minimum order processing costs	3.8667	0.45733

Source: Survey Data, 2018

- Table 4.1 shows that most of the respondents indicated that the organization always delivers the right quality of products to its customers, the management achievement of timely delivery and the organization ensuring internal satisfaction were the major roles order management process plays towards organizational performance with means of 4.3333, 4.3333 and 4.1333 deviations of 0.61721, 0.61721 and 0.74322 respectively. This supports the findings of (Stock & Lambert, 2001) who asserted that concept of order management process in organizations today impacts by delivery of right quality products to customers, timely delivery of products to customers and achievement of internal

satisfaction in the organization. Proper monitoring to ensure zero double payments and achievement of minimum ordering costs were the least influential roles order management process plays in enhancing the organizational performance of Uganda Baati Limited Wakiso with means of 4.0067 and 3.8667 respectively.

4.2 IMPACTS OF WAREHOUSING ON ORGANISATIONAL PERFORMANCE

The study sought to establish the impact of warehousing towards organizational performance in Uganda Baati Limited Wakiso. In this regard, respondents were asked to indicate the impact of warehousing towards effectiveness of organizational performance, reasons are in order of importance on a five point Likert scale where 5 represents very great extent and 1 very small extent. The results are as depicted in Table 4.2.

Table 3. Warehouse management and Organizational Performance

Warehousing	Mean	Standard Deviation
Goods are stored awaiting customers to come and buy when available	4.4667	0.63994
High inventory turns are attained because customers are satisfied with delivery	4.4010	0.73679
Customers don't spend huge in negotiation about time of delivery	4.4000	0.63246
Stock out periods affect the ability to meet customer needs	4.2667	0.59362
Best inventory management systems maintains inventory efficiency	4.2667	0.59362
Inventories in warehouses are easily accessible to customers	4.1333	0.74322
Stores provide room for quality inspection	3.7333	1.09978
Inventory buffer cater for uncertainties	3.5333	1.30201
Information systems enable management	3.2000	1.32017

of the inventory levels		
Stores are fully designed to meet atmospheric conditions	3.1667	0.63994

Source: Survey Data, 2018

- From Table 4.2, the major impact of warehousing on organizational performance in Uganda Baati Limited were high inventory returns because of customer satisfaction with delivery, small amount spent financial and time savings, improved customer service and lead times, improved focus on core competency and freeing of management time wasted in managing non-core services as ranked highest among the impacts of logistics of outsourcing with means of 4.4667; 4.4010; 4.4000 and 4.2667 respectively. This implies that the company's benefits from its warehouse management by achieving cost reduction, improved operations and reduced service delivery time. All respondents agreed "that goods are stored awaiting customers which leads to the company achieving high inventory returns'' hence logistics control improves organizational performance of UBL.

4.3 IMPACTS OF TRANSPORTATION ON ORGANIZATIONAL PERFORMANCE

The study sought to establish the impact of transportation towards organizational performance in Uganda Baati Limited Wakiso. In this regard, respondents were asked to indicate the impact of transportation towards effectiveness of organizational performance, reasons in order of importance on a five point Likert scale where 5 represents very great extent and 1 very small extent. The results are as depicted in Table 4.3.

Table 4. Transportation and Organizational Performance

Transportation	Mean	Standard Deviation
Transportation fleet reaches all the customers in their various locations	4.1333	0.74322
Customers don't spend huge amount of time in negotiating and bargaining on delivery because of their confidence with services	4.0667	0.74373
High service levels are offered to customers through transportation	4.0507	0.45733
Collaboration with customers enables accurate forecasts and transportation to their locations	3.8667	0.70373
Best transportation system manage fleet to keep transportation efficiency	3.1500	0.52346
Accurate forecasts of inventories match with customer demand	3.1350	0.52346
Central collaboration unit that coordinate all transportation members	3.1267	0.52362
Facilitation of logistical officers in the field keeps them in touch with the central unit	3.0667	0.49362
High collaboration in the transport arena with field staff for	2.9333	0.44322
Modern technology is the main driver towards effective logistical collaboration	2.7333	0.42978

Source: Survey Data, 2018

- From Table 4.3, the major impact of transportation on organizational performance in Uganda Baati Limited were fleet reaches all the customers in their various location, customers don't spend huge amount in negotiation about time of delivery, best inventory management systems manage inventories to keep inventory efficiency, collaboration with customers enables accurate forecasts as ranked highest among the impacts of transportation with means of 4.1333; 4.0667; 4.0507 and 4.2667 respectively. This

implies that the company's benefits from its transportation management by achieving cost reduction, improved operations and reduced service delivery time.

4.4 ORGANIZATIONAL PERFORMANCE

The study sought to establish the organizational performance in Uganda Baati Limited Wakiso. In this regard, respondents were asked to indicate the role organizational performance reasons in order of importance on a five point Likert scale where 5 represents very great extent and 1 very small extent. The results are as depicted in Table 4.4.

Table 5. Organizational Performance

Organizational Performance	**Mean**	**Standard Deviation**
Resources are efficiently used through logistics operations	4.48	0.48795
Modernized technology promotes swift delivery	3.50	0.0018
Limited access to advanced technology affects delivery	3.90	0.08233
Heavy investment in advanced technology improves logistics system and that causes high logistics costs	4.32	0.51640
Training employees to operate technology minimizes the costs of breakage and misuse	3.80	0.0734
Swift delivery and the shortest lead time compared competitors, due to our smooth logistics system	3.92	0.99043
Shortest time to produce item compared to competitors	4.22	0.56061
Speedy and new cars fasten delivery	4.18	0.55795
Evaluating the logistics minimizes lead time	4.10	0.5018
Evaluate the applicable means to import raw materials	4.02	0.04233

Source: Survey Data, 2018

- From Table 4.4, resources are efficiently used through logistics operations, modernized technology promotes swift delivery, shortest time to produce items compared to competitors, speedy and new cars fasten delivery and evaluating the logistics minimizes

lead time are top to keep the organization performance efficient with means of 4.48; 4.22; 4.18 and 4.10respectively.

CHAPTER FIVE:

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the findings from chapter four, and it also gives the discussions, conclusions and recommendations of the study based on the objectives of the study. The objectives of this study were to establish the impact of order processing on supply chain organizational performance, to find out the impact of warehousing on organizational performance and to establish the impacts of transportation on organizational performance of Uganda Baati Limited, Wakiso.

5.1 Summary of Finding

5.1.1 Findings on order processing

Findings revealed that order processing consumes high costs and the order tracking techniques are not well understood by majority employees, management sometimes encounters double payment for orders placed, the organization puts greater emphasis on the use of electronic ordering process, delivery of the right quality of products to customers, timely processing of customers orders and timely delivery of products to customers.

5.1.2 Findings on warehouse

Findings indicated that Uganda Baati Limited stores goods awaiting customers to come and buy, the company has high inventory turns because customers are satisfied with delivery, customers don't spend huge in negotiating, the company employs best warehouse management systems to manage inventory, on the other hand, the company is occasionally faced with stock outs, stores are not fully designed to meet atmospheric conditions, stores don't provide adequate room for quality inspection and the warehouse isn't easily accessible to customers.

5.1.3 Findings on transportation

Findings on transportation showed that transportation fleet reaches customers in their various locations, Uganda Baati Limited offers high time service levels to its customers through

transportation, the company employs best transportation management systems to ensure efficient transportation of the products, the company collaborates with its customers which enables it to make accurate forecasts, Much as this is achieved by Uganda Baati, the company is a faced with lack of cooperation with the field staff in the transportation arena, the problem of inadequate facilitation of transportation officers and Uganda Baati also lacks a central body that can coordinate its transportation.

5.1.4. Findings on organizational performance

Findings indicated that metallic, steel, plastics and aluminum products are the major output offered by Uganda Baati Limited to the customers, the company uses its limited technology efficiently, the company doesn't invest heavily on modernized technology, the company also trains its employees to operate the readily available technology it has, the company doesn't have speedy and faster cars, the company rarely evaluates it's transportation function and production process takes a long time.

5.2 Conclusions

5.2.1. Conclusion on Order processing management

Order processing consumes high costs and the order tracking techniques are not well understood by majority employees, management sometimes encounters double payment for orders placed, the organization puts greater emphasis on the use of electronic ordering process, delivery of the right quality of products to customers, timely processing of customers orders and timely delivery of products to customers.

5.2.2 Conclusion on warehouse management

Uganda Baati Limited stores goods awaiting customers to come and buy, the company has high inventory turns because customers are satisfied with delivery, customers don't spend huge in negotiating, the company employs best warehouse management systems to manage inventory, on the other hand, the company is occasionally faced with stock outs, stores are not fully designed to meet atmospheric conditions, stores don't provide adequate room for quality inspection and the warehouse isn't easily accessible to customers.

5.2.3 Conclusion on transportation management

Transportation fleet reaches customers in their various locations, Uganda Baati Limited offers high time service levels to its customers through transportation, the company employs best transportation management systems to ensure efficient transportation of the products, the company collaborates with its customers which enables it to make accurate forecasts, Much as this is achieved by Uganda Baati, the company is a faced with lack of cooperation with the field staff in the transportation arena, the problem of inadequate facilitation of transportation officers and Uganda Baati also lacks a central body that can coordinate its transportation.

5.2.4. Conclusion on organizational performance

Metallic, steel, platics and aluminum products are the major outputs offered by Uganda Baati Limited to the customers, the company uses its limited technology efficiently, the company doesn't invest heavily on modernized technology, the company also trains its employees to operate the readily available technology it has, the company doesn't have speedy and faster cars, the company rarely evaluates it's transportation function and production process takes a long time.

5.3 Recommendations

5.3.1 Recommendation on order processing management

The management of Uganda Baati Limited has to reduce on the costs incurred when processing orders. This can be done by ensuring orders are processed efficiently by eliminating order pick errors and processing more than on order at the same time.

Management of Uganda Baati Limited should also make sure that order tracking techniques are well understood by its employees. This can be done by sensitization and training of the employees to equip them with the skills.

There has to be proper monitoring of orders to ensure zero double payments for orders placed. This can be done by having particular team that deals with order processing; this will ensure proper order monitoring.

5.3.2 Recommendations on warehouse management

The management of Uganda Baati Limited has to properly design their stores to meet the atmospheric conditions. This can be done by creating a vast room as stores and continuously monitoring the temperature levels in the store. This vast store room created will also provide employees with enough space to conduct inspection.

Economic order quantity has to be used so as to maintain adequate stock levels and avoiding stock outs as it has been seen as one of the major intricacy of the warehouse.

5.3.3 Recommendations on transportation management

The management of Uganda Baati Limited has to enhance its cooperation with the field staff engaged in the transportation of the products to the different destinations. This can be done by listening to the challenges faced by these employees and addressing them instantly. Uganda Baati Limited can also motivate these field staff with allowances to enhance their morale at work.

Uganda Baati Limited should also constitute a central body that can coordinate all its transportation activities so as to ensure transport efficiency.

5.3.4. Recommendations on organizational performance

The management of Uganda Baati Limited has to adopt the use of better technology in its production process, the company has to also adopt the use of new and faster cars for the movement of its products so as to ensure faster delivery and better customer satisfaction.

There must be frequent evaluation of all the different functions of the company so as to measure the performance and improve were necessary.

5.5 Limitation of the Study

The major problem encountered during the study was the unwillingness of some respondents to give clear-cut information on the cost element in the projects they are undertaking on the basis that this research may be used for other basis. The study was also limited in scope as it only covered Uganda Baati Limited. Ideally in a study of this kind, one would wish to conduct a survey of all companies in Uganda but such a procedure was not possible owing to time and financial constraints.

5.6 Suggestions for Further Study

This study has a number of issues that can be addressed in future research first, the data used in this study limits generalization to a manufacturing company. A confirmatory analysis and cross-sector validation using a large sample gathered from other companies and sectors is required for greater generalization of the role of logistics control on organizational performance.

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APPENDIX 1:

BUDGET

No	Item	Amount
1	Transport	100,000/=
2	Photocopying	40,000/=
3	Printing	80,000/=
4	Binding	30,000/=
5	Phone	30,000/=
6	Internet	30,000/=
7	Food facilitation	90,000/=
	Grand total	400,000/=

APPENDIX 2

TIME SCHEDULE

No	Activity	Date
1	Presentation and approval of research topic	February
2	Presentation of research proposal	April
3	Field work	May
4	Presentation, analysis and interpretation of data	June
5	Presentation of final report	July

APPENDIX 3

LETTER OF INTRODUCTION

Dear Sir / Madam

I am a student at Kampala International University, College of Economics and Management pursuing a Bachelors Degree in Supply Chain and Procurement Management. As part of my academic program, I am conducting a study on logistics control and organizational performance. The purpose of the study is to assess the impact of logistic control on organizational performance of Uganda Baati Limited. You have been identified as a potential respondent in this research. Please respond to all questions, using your best estimates. Your participation in answering these questions is very much appreciated. Your responses will be COMPLETELY CONFIDENTIAL. If you have any questions or comments about this survey, you may contact Mutaayi Frank; Tel: 0774382989 or email: mufrank1991@gmail.com. Thank you for your support and cooperation.

Yours Faithfully,

Mutaayi Frank

Student Kampala International University.

APPEDIX 4

RESEARCH QUESTIONNAIRE

SECTION ONE: GENERAL QUESTIONS

In this section, you are kindly requested to tick (√) that alternative response that fits your opinion.

1. Age

----------18-25

----------26-30

----------31-35

----------44-50

----------Above 50years

2. Gender

----------Male

----------Female

3. Academic Qualification

----------Certificate

----------Diploma

----------Bachelor

----------Masters

4. Marital Status

----------Single

----------Married

----------Separated/Divorced

5. Position in the organization

----------Logistics Officer

----------Stores Personnel

----------Support Staff

----------Administrator

SECTION TWO:

Direction; Please tick the column corresponding the rating that best describes your response using the guide below,

Please rate/indicate/tick (√) appropriately your response with respect to the importance of the statements below;

1. Strongly Disagree	2. Disagree	3. Not Sure	4. Strongly Agree

This objective of study seeks to ascertain the aspects of logistics control presented in table scale of 1 to 4. Therefore, the following items/statement/questions are intended to ascertain your degree of agreement and so, carefully read and tick the appropriate number that indicates how much you agree or disagree with each statement. Scale: 1= Strongly Disagree, 2= Disagree, 3= Agree, 4= Strongly Agree NB; There is no right or wrong answers.

PART A: IMPACTS OF ORDER PROCESSING MANAGEMENT ON ORGANIZATIONAL PERFORMANCE

s/n	Items	1	2	3	4
1	Our organization uses the electronic ordering process				
2	We deliver the right quality of products to our customers always				
3	We always process orders for our customers in time				
4	The management in our organization always makes sure we achieve timely delivery				
5	We the employees are all skilled on how to use the order processing system				
6	Our organization ensures internal satisfaction at all times				
7	The management of our organization always monitors payments to ensure zero double payment				
8	Our organization uses order tracking systems				
9	We always achieve minimum order processing cost				

PART B: IMPACTS OF WAREHOUSING ON ORGANIZATIONAL PERFORMANCE

s/n	Items	1	2	3	4
1	We store products awaiting customers to come and buy when available				
2	We always have high inventory turns because our customers are very satisfied with our delivery				
3	Our customers don't spend huge amounts of money in negotiating and bargaining about time of delivery because of their confidence with our services				
4	We face stock out periods which affect our ability to meet customer demands				

5	We employ the best inventory management system to manage our inventories to keep the inventory efficiency				
6	We store our inventories in warehouses easily accessible to our customers				
7	Our stores provide room for quality inspection				
8	We always provide inventory buffer to cater for uncertainties				
9	We manage our inventories through the use of information systems which enable us manage the inventory levels				
10	Our stores are fully designed to meet atmospheric conditions				

PART C: IMPACTS OF TRANSPORTATION ON ORGANIZATIONAL PERFORMANCE

s/n	Items	1	2	3	4
1	Our transportation fleet reaches all the customers in their various locations				
2	Our customers don't spend huge amount of time in negotiating and bargaining on delivery because of their confidence with our services				
3	We offer high service levels to our customers through transportation				
4	Collaboration with our customers enables us to make accurate forecasts and transportation to their locations				
5	We employ the best transportation system to manage our fleet to keep the transportation efficiency				
6	We make accurate forecasts for our inventories which match with our customer demand hence deliver accordingly				
7	The company has a central collaboration unit that helps coordinate all logistical members				
8	Logistical officers are always facilitated in the field something				

	which keeps them in touch with the central unit				
9	Rarely does the company fail to collaborate in the transport arena with its field staff for no good reason				
10	The use of modern technology has been the main driver towards effective logistical collaboration in our organization				

PART D: ORGANIZATIONAL PERFORMANCE

The table below shows alternative responses and the number assigned in each response. Please evaluate the statements by ticking in the box with the number that best suits you.

s/n	Items	1	2	3	4
1	The organization uses its limited resources efficiently through its logistics operations				
2	Our firm uses modernized technology to promote swift delivery				
3	Our organization has limited access to advanced technology which affects our delivery				
4	Our organization heavily invests in advanced technology to improve its logistics system and that causes high logistics costs to the organization				
5	Our organization trains its employees to operate technology more smoothly so as to minimize the costs of breakage and misuse				
6	Our organization has the swift delivery and the shortest lead time compared to its competitors due to our smooth logistics system				
7	It takes the shortest time for our organization to produce per item compared to our competitors				
8	Our organization has speedy and new cars to fasten delivery				
9	Our organization always evaluates the logistics mean that is applicable to our customers in individual bases to minimize the lead time				
10	Our organization always evaluates the applicable means to import				

	its raw materials				
11	Our suppliers often fail to meet our quality requirements				
12	Our suppliers always deliver high quality products				
13	Our organization obtained performances that allow them to compete more efficiently in the market place as a consequence of cooperation				