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MAKERERE UNIVERSITY BUSINESS SCHOOL

**SUPPLIER SELECTION AND PROCUREMENT PERFORMANCE: A STUDY OF
PRIVATE PHARMACEUTICAL MANUFACTURING FIRMS IN KAMPALA
DISTRICT**

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OF MAKERERE UNIVERSITY**

PLAN A

JULY, 2024

DECLARATION

I hereby declare that this dissertation is my original work and it has never been submitted to this or any other institution of higher learning for any award.

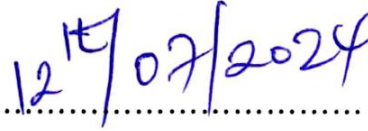
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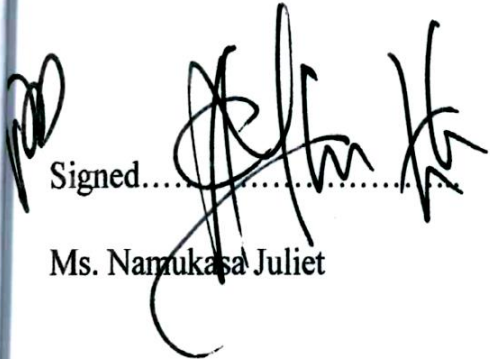
APPROVAL

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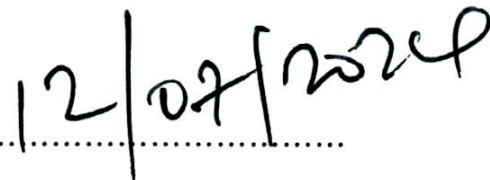
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DEDICATION

I dedicate this dissertation to my family and dear friends.

ACKNOWLEDGEMENT

First, I extend my sincere gratitude to God for His Wisdom and Grace that inspired and enabled me to complete this thesis. For without Him, I would not have made it to this level.

I owe gratitude to my supervisors Dr. Tusiime Wilson and Ms. Namukasa Juliet. Thank you for giving me the confidence necessary and allowing me to achieve this feat, getting my hands laid on a second degree. Thank you for being patient with me and for always encouraging me to press on, even when the journey seemed too difficult.

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ABSTRACT

The study examined the influence of supplier selection on the procurement performance of pharmaceutical manufacturing firms. Specifically, the study examined: (i) the relationship between supplier profile and procurement performance; (ii) supplier capabilities and procurement performance; and (iii) supplier's strategic fit to the organization and procurement performance. A cross-sectional survey design with a quantitative approach in generating the required information was used. A population of 85 pharmaceutical manufacturing firms was identified for Kampala from the National Drug Authority register and a sample size of 70 was derived at using a sample determination table. Data were collected using survey questionnaires. All the statistical analyses were conducted using the SPSS software package version 25. The results revealed that supplier profile had a positive linear relationship with procurement performance ($r=0.701$, $p<0.05$) as was the case with supplier capabilities ($r=0.659$, $P<0.05$) and supplier's strategic fit ($r=0.510$, $P<0.05$). This was a clear indicator that supplier profile, supplier capabilities and supplier's strategic fit as separate independent variables have a positive effect on procurement performance a dependent variable. Of the three variables, supplier profile was the most significant contributor to procurement performance $\beta = .410$, followed by supplier capabilities $\beta = .288$ while supplier strategic fit contributed to procurement performance $\beta = .210$. The study recommends that to improve procurement performance there is need to prioritize a comprehensive supplier selection and profiling process.

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

Procurement performance is the measurement and evaluation of how effectively and efficiently procurement activities are carried out to achieve organizational objectives (Salim & Kitheka, 2019). Procurement performance is crucial in pharmaceutical manufacturing firms because it directly impacts product quality, cost-effectiveness, and regulatory compliance, thereby influencing overall operational efficiency and competitive advantage (Kakwenzi & Nyeko, 2019). Previous researchers such as Mutai & Okello (2016) associated effective procurement performance with overall organizational performance hence influencing both financial and non-financial performance outcomes. Similarly, Chagalima et al. 2022 found that procurement performance positively influenced organizational competitiveness. Among the critical factors that influence procurement performance is supplier selection reciprocity and mimetic pressures in organizations. Supplier selection refers to the process of identifying, evaluating, and choosing suppliers who can best meet the organization's needs and criteria (Mariko, 2021).

The relationship between supplier selection and procurement performance is fundamental to the success of any organization. Effective supplier selection is critical in ensuring that an organization procures goods and services that are of high quality, reliable, and cost-effective. Mustico and Ochiri (2017) explain that to achieve procurement performance through supplier selection, organizations must effectively evaluate and select suppliers based on specific criteria that align with their procurement objectives and goals. Several studies by scholars such as Rono (2017), Munyawera et al. (2018) and Odhiambo (2016) discussed factors such as credibility, financial stability and technical capacity as those that influence procurement performance. However little

literature exists on how supplier profile, supplier capabilities and supplier's strategic fit affect procurement performance yet they can have an impact on procurement performance.

This study was anchored on the Principal-Agency Theory (Berle & Means, 1932) and Stakeholder Theory (Freeman, 1984) because they are strongly validated by current empirical literature. The principal-agency theory assumes that the principal and agent have different goals and interests where the principal seeks to maximize their own utility, while the agent seeks to maximize their own profit or utility (Payne & Patrenko 2019). On the other hand, the stakeholder theory assumes that firms have a responsibility to consider the interests of all stakeholders, including customers, employees, suppliers, and the community, in addition to shareholders.

The pharmaceutical sector in Uganda has experienced rapid growth, with a market size exceeding \$400 million. However, the procurement performance of pharmaceutical manufacturing firms in Uganda remains suboptimal, compromising the quality of medicines manufactured (Lubowa et al., 2019). This quality compromise contributes to high infant mortality rates in Uganda (Ohairwe et al., 2015) and potentially leads to thousands of deaths among children under five due to poor-quality antimalarials (Renschler, 2015). Furthermore, stock-outs of essential medicines in public health facilities are widespread, with over 80% of facilities experiencing shortages (BMAU Briefing Paper, 2015). Despite these challenges, there is a lack of research exploring the specific impact of supplier selection on procurement performance in the Ugandan pharmaceutical manufacturing industry, highlighting a significant research gap that this study aims to address.

1.2 Problem statement

The pharmaceutical industry worldwide contributes tremendously to the citizen's quality of life, life expectancy and productivity (Ohairwe et al., 2015). The sector is very crucial which calls for excellence of all operations involved; the procurement function inclusive. A study by Chen (2011) noted that procurement performance is pivotal and it potentially affects a firm's quality performance, product innovation, customer responsiveness and financial performance. However, despite the relevance of procurement performance of pharmaceutical manufacturing firms in Kampala still face issues with meeting desired procurement performance levels. This manifests in substandard medicine and inaccessibility of essential medicines and health supplies (EMHS, 2020). BMAU briefing paper revealed that Ugandan health facilities are experiencing high levels of stock-outs with over 80% of the facilities registering stock-outs in the financial year 2009/2010 due to challenges of inadequate skilled personnel and unreliable suppliers of utilities. The underlying reasons remain unclear but it could be due to supplier selection given the linkages that several scholars have attributed to this variable hence the study intends to uncover this phenomenon.

1.3 Purpose of the study

The study sought to examine the influence of supplier selection on the procurement performance of pharmaceutical manufacturing firms.

1.4 Research Objectives

- i. To examine the relationship between supplier profile and procurement performance of pharmaceutical manufacturing firms.

- ii. To examine the relationship between supplier capabilities and procurement performance of pharmaceutical manufacturing firms
- iii. To examine the relationship between supplier's strategic fit to the organization and procurement performance of pharmaceutical manufacturing firms.
- iv. To determine the predictive power of supplier profile, supplier capabilities and procurement performance of pharmaceutical manufacturing firms.

1.5 Research questions

- i. What is the relationship between supplier profile and procurement performance of private pharmaceutical manufacturing firms?
- ii. What is the relationship between supplier capabilities and procurement performance of private pharmaceutical manufacturing firms?
- iii. What is the relationship between supplier's strategic fit to the organization and procurement performance of private pharmaceutical manufacturing firms?
- iv. What is the predictive power of supplier profile, supplier capabilities and supplier strategic fit to procurement performance of pharmaceutical manufacturing firms?

1.6 Scope of the study

The scope of the study entails the content, theoretical, geographical and time scope as elaborated below.

1.6.1 Content scope

The study concentrated on examining the influence of supplier selection on the procurement performance of private pharmaceutical manufacturing firms using Kampala District as a case. This is triggered by the intermittent failure of private pharmaceutical manufacturing firms to meet their

objectives in terms of efficiency, effectiveness and reliability. Procurement performance is the dependent variable under study and the independent variable is supplier selection being measured by supplier profile, supplier capabilities and supplier's strategic fit to the organization.

1.6.2 Theoretical scope

The study borrowed ideas from the principal-agency theory and Stakeholder theory to explain the phenomena under study. This is due to the fact that an agent's interests can collide with a principal's, which can lead to either good or bad performance. Additionally, businesses always take into account all of their stakeholders when selecting suppliers.

1.6.3 Geographical scope

The study focused on pharmaceutical manufacturing firms in Kampala District. The region of Kampala was selected because it has a high concentration of pharmaceutical firms hence provided a comprehensive analysis into the study problem (Lubowa et al., 2019). The industry's importance is evident in the development and manufacture of life-saving drugs, vaccines, and other essential medications. The pharmaceutical industry was chosen as the focus of this study because it is a highly regulated and sensitive sector where effective supplier selection is crucial to ensure the quality, safety, and reliability of medicinal products, making it an ideal context to investigate the impact of supplier selection on procurement performance.

1.6.4 Time scope

The study took a period of 11 months starting January to November 2023. This time was long enough to prepare the proposal, gather all the required information for the study, analyze and present it.

1.7 Significance of the study

- i. The study can potentially help policy makers explore improvement areas in the pharmaceutical procurement processes hence yielding procurement efficiency, effectiveness and reliability.
- ii. The study provides updated literature to academicians, scholars and researchers intending to study procurement performance and supplier selection.
- iii. The findings of the study highlight areas that require improvement in the supplier selection processes. It also suggests ways of enhancing procurement performance.

1.8 Conceptual Framework

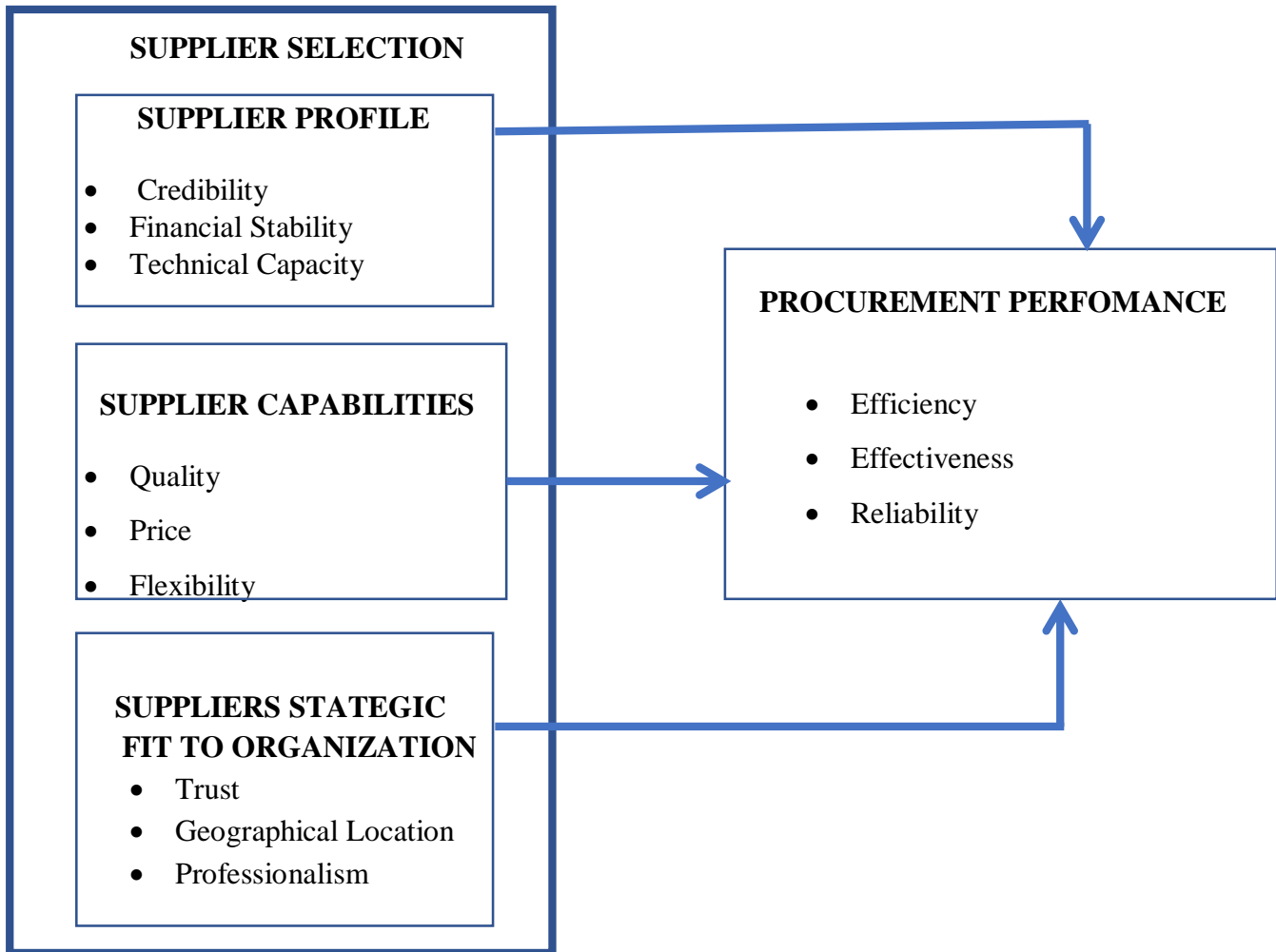


Figure 1: Conceptual framework for supplier profile, supplier capabilities, supplier strategic fit to organisation and procurement performance

Adopted with modifications from Ganguly et al., (2019), Kakwezi & Nyeko (2010), and Mwesigwa, (2017)

The independent variable under study was supplier selection made up of three aspects; supplier profile, supplier capabilities and supplier's strategic fit to the organization. All were conceptualized to affect a dependent variable which is procurement performance of pharmaceutical manufacturing firms.

Procurement performance was measured in terms of efficiency, effectiveness and reliability. In other words, proper supplier selection through considering the aspects of supplier profile, supplier capabilities and supplier's strategic fit to the organization yields procurement efficiency, effectiveness and reliability.

The proper selection of suppliers, considering their profile, capabilities, and strategic fit to the organization, was expected to positively impact the procurement performance of pharmaceutical manufacturing firms. Effective supplier selection contributes to procurement efficiency, effectiveness, and reliability, leading to improved production processes, quality standards, and timely delivery of products.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter highlights the views and opinions of several scholars on supplier selection and procurement performance in pharmaceutical manufacturing firms and situates the study. It as such entails theoretical review, relationship between variables, new knowledge and research gaps.

2.1. Theoretical Review

The study was underpinned by the principal-agency theory and stakeholder theory because these theories elaborate the phenomena under study.

2.1.1 Principal-Agency Theory

The principal-agency theory explains the relationship between a principal, who hires an agent to act on their behalf, and the agent who carries out tasks on behalf of the principal (Eisenhardt, 1989). The theory assumes that the principal has goals and preferences that may differ from those of the agent, and therefore, the agent may not always act in the best interest of the principal (Payne & Patrenko 2019). The theory also assumes that there is asymmetric information between the principal and the agent, which may lead to moral hazard and adverse selection problems.

The principal-agency theory is relevant in procurement performance as it helps to explain the challenges faced by principals, such as the pharmaceutical manufacturing firms and governments, in ensuring that agents, such as suppliers, act in their best interest. In the context of procurement, the principal-agency theory assumes that the pharmaceutical manufacturing firms aim at procuring goods and services at the lowest cost and with the highest quality. However, the theory predicts that suppliers may not always act in the best interest of the pharmaceutical manufacturing firms,

leading to poor procurement performance. Several studies have used the principal-agent theory to explain the challenges facing procurement performance. The principal-agency theory provides a useful framework for understanding the challenges faced by principals in ensuring that agents act in their best interest. In the context of procurement performance, the theory predicts that poor procurement performance can be attributed to information asymmetry, supplier opportunism, and inadequate monitoring and evaluation mechanisms.

The study incorporated the stakeholder theory to complement the principal-agency theory by recognizing the broader array of stakeholders and their influence in procurement performance, addressing a limitation of the principal-agency framework.

2.1.2 Stakeholder Theory

Stakeholder theory posits that organizations should consider the interests of all stakeholders in their decision-making processes supplier selection included, rather than just focusing on the interests of shareholders only (Freeman, 1984). Stakeholders include not only shareholders but also employees, customers, suppliers, and the community at large. The theory assumes that by taking into account the interests of all stakeholders, organizations can create long-term value and ensure sustainability. The relevance of stakeholder theory in procurement performance lies in the fact that procurement involves interactions with multiple stakeholders, including suppliers, customers, and employees. By considering the interests of these stakeholders, procurement can create value not only for the organization but also for the broader community. For example, by procuring goods and services from local suppliers, procurement can contribute to the development of local communities and create employment opportunities.

Several studies have used stakeholder theory to analyze procurement performance. For instance, Tan and Handfield (2017) used stakeholder theory to examine the relationship between supplier social responsibility and procurement performance. The study found that supplier social responsibility positively affects procurement performance, which is consistent with the predictions of stakeholder theory. Stakeholder theory provides a useful framework for understanding the importance of considering the interests of all stakeholders in procurement decision-making processes. By taking into account the interests of suppliers, customers, and the broader community, procurement can create long-term value and ensure sustainability.

2.2 Relationship Between Variables

2.2.1 Relationship between Supplier Profile and Procurement Performance

The relationship between supplier profile and procurement performance has been extensively studied in recent years. The supplier profile encompasses a wide range of supplier characteristics, such as size, credibility, financial stability, and technical capabilities (Mustico & Ochiri, 2019). Supplier profile is defined as the superiority and reputability of the supplier's status, past performance, finance, certifications and references (Taherdoost & Brard, 2019). Researchers have identified supplier profile as a critical factor in supplier selection, which, in turn, affects procurement performance (Rono, 2017, Mwikali and Kavale 2012, Odhiambo 2015).

Credibility (reputation) is crucial when choosing suppliers and probably has the ability to render an organization's procurement department effective and efficient or ineffective and inefficient in case the supplier lacks credibility. The credibility of a supplier relates to how reliable and dependable one's supplier is. Moon 2011 thinks credibility is the belief that the supplier will perform actions that will lead to positive outcomes. Studies have shown that credible suppliers are more likely to deliver high quality goods and services, leading to better procurement performance

(Veronica et al., 2021). On the contrary, suppliers lacking in credibility may deliver low quality goods and services, resulting in poor procurement performance (Corbos et al, 2023). Similarly, Moon (2011), further observed that when a supplier is lacking in credibility, firms spend a significant amount of resources and time checking the quality; however, if the credibility is high, firms are confident that the supplier will deliver the expected quality at the expected time and price even during periods of uncertainty and volatility. The credibility of the supplier a pharmaceutical manufacturing firm is dealing with will most likely manifest in its procurement performance (Gungaly et al., 2019). Furthermore, the firm's' trust in the suppliers' performance contributes to reduction in enforcing costs and expenses for correcting wrong performance. Consequently, credibility lowers costs relating to crafting contracts as the contractual terms may be a little flexible rather than detailed because credibility is in place.

Financial stability is another important factor in supplier selection. It is significant in supplier selection since one of the major features in a buyer–supplier relationship is long-term commitment therefore the financial stability of the suppliers might determine the strength of this relationship (Kilincci & Onal, 2011). Furthermore, Saqib et al., 2019 noted that suppliers with better financial stability might be in position to withstand economic downturns, resulting in more reliable procurement performance. In contrast, suppliers with poor financial stability are likely to face bankruptcy or insolvency, leading to disrupted procurement performance (Rono, 2017). Financial stability also facilitates the supplier selection process (Yadav et al.2015). Additionally, Mwikali and Kavale (2012) noted that financial standing of a supplier can be assessed through studying the supplier's annual turnover. They continue to argue that the economic situation in a supplier's country might affect the supplier's financials as it may affect the exchange rate, which can culminate in higher hidden costs during supplier selection. Ideally the best supplier should have

big financial muscle such that even in case of delayed payments, supply and delivery is not tampered with. According to the Chartered Institute of Purchasing and Supplies (2012) financial status and stability are measured by factors such as profitability, cash flows management, assets owned, debts owed among other factors.

Technical capacity of the supplier may be a great determinant of a supplier firms decide to contract. The buying firm has to ensure that the supplier has the necessary technical capabilities to perform and adjust to unforeseen and future changes in customer requirements as well. The importance of technical capability of the supplier as a selection attribute was not only stressed by the subject matter experts but was also evidenced in² the extant literature (Kilincci & Onal, 2011). Mwikali and Kavale (2012) noted that suppliers' need competent technical ability to provide high quality product or service, ensure future improvements in performance and promote successful development efforts. Consequently, suppliers rated high due to technical capacity are likely to be chosen and obviously the supplier's technical capacity might influence a company's procurement performance as technically sound suppliers might boost a firm's procurement performance and technically weak suppliers may hinder a firm's procurement performance.

Studies have shown that supplier size is positively correlated with procurement performance. A larger supplier may have a better understanding of procurement processes and may be able to offer better prices due to economies of scale (Mutai & Okello, 2016). In contrast, smaller suppliers may have more flexibility in tailoring their services to the buyer's needs, leading to better procurement performance (Taherdoost & Brard, 2019). Thus, the relationship between supplier size and procurement performance may depend on the specific context. Therefore, it is essential for procurement professionals to carefully evaluate suppliers based on their profiles and the context in which they operate to ensure optimal procurement performance.

HI: There is a statistically significant relationship between supplier profile and procurement performance.

2.2.2 Relationship Between Supplier Capabilities and Procurement Performance

Several recent studies have explored the relationship between supplier capabilities and procurement performance. For instance, a study by Carr and Pearson (2002) found that supplier quality was a significant predictor of procurement performance in the Saudi Arabian context. Similarly, another study by Bulbeck (2010) found that supplier reliability was positively related to procurement performance in the manufacturing industry in China. Supplier Capabilities entails checking whether a supplier is operationally useful to the buyer firm. Supplier Capabilities contains the critical operational parameters and endeavors to check how well the suppliers adhere to the same. An effective and efficient supplier capability might reflect in the overall performance of the organization (Gungaly et al., 2019). This research therefore seeks to establish whether there is a relationship between supplier capabilities and procurement performance.

According to Tadherst et al. (2019), quality as a supplier selection criterion relates to ability of the supplier to meet quality specifications which include quality features in form material, dimensions, design and durability). Additionally, it entails variety, quality systems and continuous improvement. The quality of the product that is bought by an organization might be reflected in the final product. The quality of the product being compromised at the source might lead to a 'quality compromised' final product. This can result in severe consequences, especially for the pharmaceutical manufacturing industry, where a compromised product can lead to sickness or death in the worst-case scenario (Ageron et al., 2013; Sezhiyan & Nambirajan, 2010). Waleekhajomlert et al. (2019) affirmed that product quality was rated highly as a consideration for supplier selection by most business practitioners. Ohairwe et al. (2015) noted that about a third of

antimalarial drugs in sub-Saharan Africa tested over the last 10 years, were either counterfeit or of poor quality. He further notes that Counterfeit drugs constitute probably the biggest challenge to the pharmaceutical industry in Africa. Quality has consequently become a critical determination in selecting suppliers since a firm's ability to deliver quality and gain a competitive advantage depends on its access to quality products and services.

Principally the core importance of the procurement department of any organization is to ensure procurement of products at minimum price possible (Ageron et al., 2013; Kilincci & Onal, 2011). Consequently, the price of the product procured is a critical consideration during supplier selection process across all industries, the pharmaceutical manufacturing sector inclusive. Waleekhajomlert et al. (2019) affirms that product price is the most considered attribute during supplier selection. According to Mwikali and Kavale (2012), firms ought to buy at minimum price of the products to increase returns on investment thus it is paramount that they select low-cost suppliers. Simply because low-cost suppliers can result in low production costs. Simply put price containment renders a supplier attractive and might contribute to procurement efficiency, effectiveness and reliability.

Flexibility is another supplier capability that has been linked to procurement performance. Most buyer–supplier relationships are supposed to be bound by an explicit contract however it is desirable that the contracts give room for certain degrees of flexibility in order to accommodate uncertainty in demand and other supply chain externalities. Contract flexibility is very useful during supplier selection (Ageron et al., 2013). Flexible contracts might result in long-term harmonious relationships between the buyer and the supplier. A study by Veronica et al. (2021) found that supplier flexibility positively impacted procurement performance in the healthcare industry in Hong Kong. Similarly, a study by Nico and Janjaap (2019) found that supplier

flexibility positively impacted procurement performance in the Brazilian construction industry. Ustundag and Ungan (2020) state that in a bid to respond to uncertainties, the idea of flexibility was birthed and it has proven to be essential as it increases competitiveness in uncertain environments. They further defined it as the ability to change with little penalty in time, cost or performance. It could be an important consideration when selecting suppliers in Pharmaceutical Manufacturing Firms operating in Kampala district

Innovation is another supplier capability that has been linked to procurement performance. A study by Rizwan et al. (2020) found that supplier innovation positively impacted procurement performance in the Pakistani manufacturing industry. Similarly, a study by Siang and Lee (2019) found that supplier innovation positively impacted procurement performance in the Malaysian electronics industry.

The relationship between supplier capabilities and procurement performance may also be influenced by other factors such as trust and collaboration. For instance, a study by Corbos et al. (2023) found that trust mediated the relationship between supplier quality and procurement performance in the Chinese automotive industry. Similarly, a study by Amelia et al (2002) found that collaboration mediated the relationship between supplier flexibility and procurement performance in the US healthcare industry. Moreover, the relationship between supplier capabilities and procurement performance may also vary across different industries and contexts. For instance, a study by Changalima et al. (2022) found that supplier flexibility was more important than supplier quality in the Chinese logistics industry. Similarly, a study by Namuganyi (2015) found that supplier quality was more important than supplier flexibility in the South Korean automotive industry.

H2: There is a statistically significant relationship between supplier capabilities and procurement performance.

2.2.3 Relationship between Suppliers Strategic Fit to the Organization and Procurement Performance

Several studies have found that supplier strategic fit can positively impact procurement performance. When suppliers align their strategies with those of the buying company, they can better understand their needs and provide products or services that meet their requirements. Procurement performance is crucial for companies as it can affect their competitiveness and profitability (Krop & Iravo, 2016). Effective procurement processes can lead to cost savings, improved supplier relationships, and better-quality products or services.

Supplier selection is a critical aspect of procurement, and supplier strategic fit should be considered when selecting suppliers (Odhiambo, 2016). By selecting suppliers who align with the buying company's strategies, procurement performance can be improved. Research has shown that supplier strategic fit is positively related to procurement innovation (Taherdoost and Brard, 2019). When suppliers and the buying company share similar strategic goals, they can collaborate to develop innovative products or services that meet the needs of the market.

The alignment between supplier and buyer strategies can also lead to improved procurement performance (Sourour et al., 2019). Suppliers who align with the buying company's strategies are more likely to adhere to their quality standards, delivery schedules, and other requirements. This can result in a more efficient and effective supply chain. Several factors can impact the relationship between supplier strategic fit and procurement performance. These include the size of the buying

company (Dimas & Abigail, 2019), the industry in which the company operates, and the level of trust between the buyer and supplier (Naqvi & Amin, 2021).

According to Hsu et al. (2006) a supplier's strategic fit to the organization could be a crucial consideration in choosing the preferred supplier. Extant literature indicates that suppliers might be picked on merit based on their strategic relevance to the firm. Consequently, it could result into forming strategic relationships which in turn may lead to competitive advantage and consequently better procurement performance (Hsu et al., 2006). Suppliers Strategic Fit to the Organization could also be a predictor of procurement performance, a manufacturing firm dealing with suppliers who are strategic fit to theirs are likely to be efficient, effective and reliable in the procurement performance.

The trust in the supplier by the buyer firm is probably one of the most important aspects of supplier selection. Trust strongly aids in building a long-lasting relationship between a buying firm and its supplier. A strong element of trust between an organization and its suppliers is highly beneficial in developing an effective buyer-supplier relationship, which is advantageous to both the parties (Gungaly et al., 2019).

The Just In Time Manufacturing Concept in Procurement morphed geographical location as a consideration in supplier selection (Waleekhajomlert et al., 2019). It is an important consideration since it involves a shorter delivery time and a reduction in the logistic costs. This is especially important for the Least Developed Countries where pharmaceutical firms have lower logistics budgets when compared with their larger counterparts operating from developed countries. (Aregon et al., 2013). In the same way, Mwikali and Kavale (2012) alluded that the location of a supplier, physical and social status must be assessed carefully before selecting a global supplier. They continue to note that the home country of the supplier, plant location and natural calamities

must be put into consideration since they may create problems for long term business which might affect procurement reliability, efficiency and effectiveness. It is logical that the greater the distance to a supplier the higher the transportation costs and carbon emissions. Studies have shown that local suppliers may offer better procurement performance due to their proximity to the buyer, resulting in lower transportation costs and faster delivery times (Naqvi and Amin, 2021). However, global suppliers may offer access to new markets and better technological capabilities, leading to better procurement performance in certain contexts (Soheil and Kai, 2016).

According to Oxford Dictionary, Professionalism is the competence or skill expected of a professional. It is fundamental in establishing the strategic importance of a supplier for the buyer firm. Additionally, Kilincci and Onal (2011), in their research on supplier selection, stressed that professionalism is one of the core criteria for selecting suppliers. Professionalism, according to them, includes attitude, knowledge and reliability of the supplier. It is therefore probable that the professionalism of the suppliers a firm is dealing with might affect the performance of the procurement department either positively or negatively.

Research has also explored the impact of supplier strategic fit to the organization on specific procurement outcomes. For example, Salim & Kitheka (2019) found that supplier strategic fit positively impacted supplier evaluation and selection. Meanwhile, Sebastian et al., (2021) found that supplier strategic fit positively impacted supplier integration. It is important to note that the relationship between supplier strategic fit and procurement performance may not always be positive. Chantalima et al. (2022) found that supplier strategic fit had a negative impact on procurement flexibility. This suggests that companies may need to strike a balance between aligning supplier strategies with their own.

H3: There is a statistically significant relationship between supplier strategic fit and procurement performance.

2.3 New knowledge

To date, there is scant study on supplier selection as a predictor of procurement performance. No particular study has been carried out on supplier selection and procurement performance of pharmaceutical manufacturing firms using Kampala District as a case. However, to fill this gap this study examined the effects of supplier profile, supplier capabilities and suppliers fit to the organization on procurement performance of pharmaceutical manufacturing firms using Kampala District as a case. Extant literature concludes that supplier selection and procurement performance are highly correlated. This is especially evident when firms consider supplier selection dimensions of supplier profile, supplier capabilities and suppliers strategic fit to the organization when selecting suppliers. It is somewhat evident that if these aspects are critically taken into consideration the procurement function will achieve its objectives via reliability, efficiency and effectiveness.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This section presents the methodological aspects of the study. It focuses on the research design, study population and sample size, sample design and sample procedures, data sources, data collection instruments, validity and reliability of the instruments, ethical considerations that were made, data analysis and presentation, and limitations of the study.

3.1 Research design

The study employed a cross-sectional research design to establish the relationship between supplier selection and procurement performance in pharmaceutical manufacturing firms. A cross-sectional design was used because it enabled collection of data at a single point in time from a group of individuals or entities that represent a larger population. The cross-sectional design was also chosen because it allowed for a snapshot of the current practices and perceptions of supplier selection and procurement performance in the pharmaceutical manufacturing industry, providing a comprehensive understanding of the relationship between the two variables at a particular point in time (Creswell, 2014). In addition, a quantitative approach was used to generate data that were analyzed using correlation and regression. According to Kothari (2017), quantitative approach depends on the measurement of quantity or amount.

3.2 Study population

The Ugandan Pharmaceutical Manufacturing Sector comprises 184 manufacturers of which 180 manufacture traditional herbal medicine and 4 manufacture modern medicine. This has been extracted from the NDA Drug Register as of March 2023. Kampala district has a very high

concentration of these. A total of 85 pharmaceutical firms operate in Kampala District and constituted this study's population. A number of these firms manufacture herbal medicines and ointments whereas a few manufacture modern medicines. The unit of analysis was private pharmaceutical manufacturing firms and the unit of inquiry was procurement professionals for the entity sampled. Procurement professionals were selected because they were directly involved in supplier selection and procurement processes.

3.3 Sample size

A sample size of 70 pharmaceutical manufacturing firms from the target population of 85 were used. This was arrived at after using the sample determination formula developed by Krejcie and Morgan (1970).

3.4 Sampling technique

Random sampling without replacement technique was used to select sample firms because it gives all firms among the population an equal chance to be chosen and reduces bias. Simple random sampling was used to select the sample firms by assigning a unique identifier to each firm in the population, then using a random number generator to select the required number of firms. This was done without replacement, meaning that once a firm was selected, it was removed from the list to prevent duplicate selections. The resulting sample consisted of a random subset of firms from the population, ensuring that every firm had an equal chance of being selected and minimizing bias in the representation of the population. This technique allowed for a fair and unbiased representation of the pharmaceutical manufacturing firms in the study.

3.5 Data collection

3.5.1 Unit of Analysis

The unit of analysis was the private pharmaceutical manufacturing firms in Kampala District.

3.5.2 Unit of Inquiry

The unit of inquiry in the study was two employee representatives from each private pharmaceutical manufacturing firms that is a procurement manager and a procurement officer because they are the key individuals directly involved in the supplier selection process and have firsthand experience and knowledge of the procurement practices and performance of their respective firms. These individuals were selected using simple random sampling because it ensured that every individual in the population had an equal chance of being selected which minimised bias and ensured a representative sample of views and experiences from the pharmaceutical manufacturing firms. The total number of these respondents was $70 * 2 = 140$.

3.6 Sources of data

3.6.1 Primary Data Sources

Primary data was collected using self-administered questionnaires to the respondents following systematic and established academic procedures, as proposed by Nully and Bernstein (1994). This data was collected from a sample of respondents.

3.7 Data collection instrument

Data were collected using a self-administered questionnaire. The questionnaire included questions on supplier selection and procurement performance of pharmaceutical manufacturing firms in Uganda. The questions were ranked on a five-point Likert scale (1-strongly disagree, 2-disagree, 3-not sure, 4-agree and 5 -strongly agree). A five-point Likert scale was used so as to increase

response rate and response quality along with reducing respondents' frustration level (Babakus and Mangold, 1992).

3.8 Data collection procedure

An introduction letter from Faculty of Graduate Studies and Research (FGSR) Makerere University Business School was obtained to permit the research to be carried out in the selected pharmaceutical manufacturing firms. The questionnaire was carefully drafted and approved by the research supervisors. The research was purely academic and this was duly explained to all the sample respondents. The confidentiality and anonymity of the respondents was ensured (Data protection Act, 1998). The researcher distributed the 140 self-administered questionnaires to identified staff in the Private Pharmaceutical Manufacturing Firms. Then the researcher identified a focal staff to receive the completed questionnaires and later the researcher retrieved 129 self-administered questionnaires from the focal staff upon their completion with the response rate of 92.1%

3.9 Measurement of variables

Respondents were given self-administered structured questionnaires from which to select the most appropriate responses. Procurement performance was measured in terms of efficiency, effectiveness and reliability (Mwesigwa, 2017). Supplier Selection was measured in terms of supplier profile with the constructs of technical capability, financial stability and technical capacity Ganguly et al., (2019). Supplier capabilities had constructs of price, quality commitment and flexibility. Suppliers strategic fit to the organization had constructs of trust, geographical location, and professionalism (Kakwezi & Nyeko, 2010).

3.10 Validity and reliability

3.10.1 Validity

The instrument in this study was first evaluated to determine its correctness in gathering accurate data. In addition, all the items included in the instrument of this study were built based on earlier studies and reviewed by the supervisors before the data collection exercise took place. This ensured their appropriateness in collecting accurate data. Thereafter, content validity was used on the basis of the extent to which questions signify the issue they are supposed to measure (Kumar, 2014). This was done through expert judgment of the two research practitioners where each of them was given the research instruments to rate out items that are valid. Content Validity Index (CVI) for every instrument was determined by summing up the number of items rated as valid by each expert judge divided by the total number of items in the instrument.

$$\text{That is CVI} = \frac{\text{No.of Items valid by all Judges}}{\text{Total No.of Items in the instruments}}$$

According to Sekaran (2003) and Amin (2005), any instrument with a high CVI of close to 1 or 0.7 above is accepted as valid to collect intended data while any instrument with a CVI below 0.7 is considered poor.

Table 3.1: Validity

Variable	Anchor	CVI
Supplier profile	5 Point	.871
Supplier capabilities	5 Point	.897
Supplier strategic fit to organization	5 Point	.823
Procurement performance	5 Point	.812

Source: Primary data, 2023

From the above table, results show that the tool was valid enough given the scores above 0.7 for all the variables.

3.10.2 Reliability

According to Amin (2005) any instrument with a Cronbach's Coefficient Alpha of 0.7 and above is accepted as reliable in gathering data while any instrument with Cronbach's Coefficient Alpha below 0.7 indicates that the instrument may not be measuring the construct consistently or accurately and as such it is rejected. The instrument of this study was subjected to a reliability test using Cronbach Alpha and all the coefficients were above 0.7.

Table 3.2: Reliability

Variable	Anchor	Cronbach Alpha
Supplier profile	5 Point	.970
Supplier capabilities	5 Point	.974
Supplier strategic fit to organization	5 Point	.974
Procurement performance	5 Point	.968

Source: Primary data, 2023

From the above table, results show that the tool was valid enough given the scores above 0.7 for all the variables.

3.11 Data analysis and presentation

After field work, data obtained was entered in SPSS Software, checked for missing values, cleaned and aggregated. Descriptive statistics were produced to understand the characteristics of the respondents. Correlation analyses were run to establish the relationship between the study variables whereas regression analysis was generated to determine the extent to which the supplier selection predicts procurement performance.

3.12 Ethical Considerations

In order to ensure adherence to ethical research principles, an introductory letter was obtained from the Faculty of Graduate Studies and Research Makerere University Business School seeking permission to undertake the research study from the selected pharmaceutical manufacturing firms. Additionally, appointments were made with the pharmaceutical manufacturing firms to determine a convenient time for the respondents to fill in the questionnaires. The study was voluntary as none was coerced to participate against their will and the respondents anonymously treated. The findings have been used for purely academic purposes and this was also duly explained to all the sample firms and respondents. Permission was also sought from the administration of the firms before administering the study tool.

The researcher provided a clear and concise explanation of the research study, including the goals, objectives, and any potential risks or benefits. The participants were given ample time to ask questions and seek clarification on any concerns they could have had. This ensured that participation was voluntary and that the participants understood they had the right to refuse to participate or to withdraw at any time without any negative consequences.

CHAPTER FOUR

PRESENTATION AND INTERPRETATION OF FINDINGS

4.0 Introduction

This chapter contains the presentation, interpretation and analysis of the findings. It includes frequency distribution statistics, correlation and regression results. The inferential results are tested and presented as per the objectives of the study:

- i. To examine the relationship between supplier profile and procurement performance of private pharmaceutical manufacturing firms;
- ii. To examine the relationship between supplier capabilities and procurement performance of private pharmaceutical manufacturing firms; and
- iii. To examine the relationship between supplier's strategic fit to the organization and procurement performance of private pharmaceutical manufacturing firms.

4.1 Response rate

Out of the 140 respondents sampled and reached out to, 129 responded indicating a 92.1% response rate. According to Mugenda and Mugenda (2003), if the response rate is 50% or less, it shows that the data is inadequate for analysis, but if the response rate is 60%, it indicates that the data is good for analysis and if it is 70% and above, then the data is considered as very good for analysis. Based on the above response rate, the data is very good for analysis hence the researcher proceeded to analyze it.

Table 4.1: Response rate

		Frequency
Valid	Sample size	140
	Non response	11
	Percentage	92.1%

Source: Primary data, 2023

4.2 Background information of respondents

Table 4.2: Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	80	62.0	62.0	62.0
	Female	49	38.0	38.0	100.0
	Total	129	100.0	100.0	

Source: Primary data, 2023

As seen in Table 4.2, results revealed that 62.0% of the respondents were male while 38.0% of the respondents were female. This can be interpreted to mean the information obtained gives a significant representation of the population studied.

Table 4.3: Age category

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-29 years	35	27.1	27.1	27.1
	30-39 years	59	45.7	45.7	72.9
	40-49 years	20	15.5	15.5	88.4
	50-59 years	10	7.8	7.8	96.1
	60 years and above	5	3.9	3.9	100.0
	Total	129	100.0	100.0	

Source: Primary data, 2023

As seen in Table 4.3, results revealed that a significant number of respondents 45.6% were aged between 30-39 years, this was followed by 27.1% respondents who were aged between 18-29 years, 15.5% were aged 40-49 years while only 3.9% respondents were aged above 60 years. This

means that all respondents were eligible, mature and assumed to have a good understanding of supplier selection and procurement performance.

Table 4. 4: Highest level of education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Certificate	20	15.5	15.5	15.5
	Diploma	30	23.3	23.3	38.8
	Bachelors	60	46.5	46.5	85.3
	Masters	14	10.9	10.9	96.1
	Others, specify	5	3.9	3.9	100.0
	Total	129	100.0	100.0	

Source: Primary data, 2023

The results in Table 4.4 above indicate that 46.5% of the respondents were bachelors' holders followed by 23.3% at a diploma level, those with certificate level formed 15.5% while 10.9% were at masters' level. The least respondents had other qualifications like professional course level 3.9%. This means that respondents had an acceptable level of education required in understanding and comprehending the data collection instrument, hence provided reliable and valid information.

Table 4.5: How long have you been working in the organization?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	20	15.5	15.5	15.5
	Between 1 and 5 years	35	27.1	27.1	42.6
	Between 6 and 10 years	65	50.4	50.4	93.0
	Above 10 years	9	7.0	7.0	100.0
	Total	129	100.0	100.0	

Source: Primary data, 2023

Over 50% of the respondents had been working in their respective pharmaceutical firms for a period between 6-10 years, 27.1% had been working for a period 1-5 years, 15.5% for less than a year and the least 7.0% had worked for a period above 10 years. This can be interpreted that a bigger number of respondents had enough working experience in pharmaceutical manufacturing and as such understood the study variables.

Table 4.6: Indicate your position in this business

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Employee	50	38.8	38.8	38.8
	Middle management	33	25.6	25.6	64.3
	Top management	25	19.4	19.4	83.7
	Business owner	16	12.4	12.4	96.1
	Any other	5	3.9	3.9	100.0
	Total	129	100.0	100.0	

Source: Primary data, 2023

Respondents were employed at different levels within the firms. Of the respondents 38.8% were employees, 25.6% were in middle management was, 19.4% were in top management and the business owners of the pharmaceutical firms comprised 12.4% and the least category of others were 3.9% who mainly included operations staff. This means that the study had a fair representation of all categories of employees/ individuals in the firms and as such gathered a wide scope of information about supplier selection and procurement performance.

4.3 Correlation analysis

The study set out to ascertain the relationships between the variables. In order to achieve this, the Pearson (r) correlation coefficient was computed given the interval nature of the data and the need to test the direction and strength of this relationship. A Pearson correlation is a number between - 0 and 1 that indicates the extent to which two variables are linearly related (Amin, 2005).

It is important to note that the results have been aggregated to the unit of analysis. Table 4.2 presents the correlation analysis results:

Table 4.7: Correlations

		1	2	3	4
Supplier Profile (1)	Pearson	1			
	Correlation				
	Sig. (2-tailed)				
	N	129			
Supplier Capabilities (2)	Pearson	.721**	1		
	Correlation				
	Sig. (2-tailed)	.000			
	N	129	129		
Supplier Strategic Fit (3)	Pearson	.567**	.687**	1	
	Correlation				
	Sig. (2-tailed)	.000	.000		
	N	129	129	129	
Procurement performance (4)	Pearson	.701**	.659**	.510**	1
	Correlation				
	Sig. (2-tailed)	.000	.000	.000	
	N	129	129	129	129

** Correlation is significant at the 0.01 level (2-tailed).

4.3.1 Relationship between supplier profile and procurement performance

The Pearson correlation indicates that there is a significant and positive relationship between supplier profile and procurement performance in pharmaceutical manufacturing firms ($r=.701$, $P\text{-value}<0.05$). This means that improvements in supplier profile highly improves procurement performance since the two variables exhibit positive relationships. There is a very strong positive association between supplier profile and procurement performance because the correlation coefficient of 0.701 is close to 1.

4.3.2 Relationship between supplier capabilities and procurement performance

The Pearson correlation indicates that there is a significant and positive relationship between supplier capabilities and procurement performance in pharmaceutical manufacturing firms ($r=.659$, $P\text{-value}<0.05$). This means that a positive change in supplier capabilities leads to a positive change in procurement performance since the two variables exhibit positive relationships.

Therefore, correlation coefficient of 0.659 being close to 1, suggests that procurement performance is strongly associated with supplier capabilities.

4.3.3 Relationship between supplier’s strategic fit and procurement performance

The Pearson correlation indicates that there is a significant and positive relationship between supplier’s strategic fit and procurement performance in pharmaceutical manufacturing firms ($r=.510$, $P\text{-value}<0.05$). This means that a positive change in supplier strategic fit leads to a positive change in procurement performance since the two variables exhibit positive relationships. Therefore, correlation coefficient of 0.510 being close to 1, suggests that procurement performance is strongly associated with supplier strategic fit.

4.4 Regression analysis

In order to ascertain the predictive power and effect of supplier profile, supplier capabilities and supplier’s strategic fit on procurement performance, a multiple regression was run using SPSS version 25. It is important to note that the results have been aggregated to the unit of analysis.

Table 4.8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.710 ^a	.504	.494	1.01584

a. Predictors: (Constant), Supplier profile, Supplier Capabilities, Supplier Strategic Fit

Table 4. 9: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.748	.092		8.121	.000
	Supplier profile	.049	.049	.410	.712	.000
	Supplier capabilities	.239	.031	.288	7.663	.025
	Supplier strategic fit	.929	.041	.210	22.481	.000

a. Dependent Variable: Procurement performance

The results in Table 4.8 show that supplier selection measured by supplier profile, supplier capabilities, supplier strategic fit predict 49.4% of the variance in procurement performance (Adjusted R Square = 0.494). This implies that the remaining 50.6% of procurement performance is explained by other factors outside the scope of the current study. The results in table 9 indicate that the most contributing factor to procurement performance is supplier profile ($\beta = .410$, $p < .05$). This was followed by supplier capabilities with ($\beta = .288$, $p < .05$) while the least contributor to procurement performance is supplier's strategic fit ($\beta = .210$, $p < .05$). This implies that when it comes to procurement performance in pharmaceutical manufacturing firms, more influence can be obtained from supplier profiles.

CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSION AND RECOMMENDATIONS, LIMITATIONS AND FUTURE RESEARCH RECOMMENDATIONS

5.0 Introduction

This section discusses the empirical findings of this study based on the study objectives. It also presents the conclusions drawn from findings discussed in this chapter, gives recommendations and points out the limitations of my study.

5.1 Discussion of findings

This section discusses the findings according to the study objectives. In discussing the findings, the researcher highlights any noted support or contradiction among the scholars as indicated in the literature review and, where necessary, resolves in favor of one or the other.

5.1.1 Supplier profile and procurement performance

This study investigated the relationship between supplier profile and procurement performance in private pharmaceutical manufacturing firms in Kampala. The results revealed a positive and significant correlation ($r=0.701$, $P<0.05$), indicating that supplier profile attributes are strongly associated with procurement performance in these firms. Regression analysis further confirmed that supplier profile is a significant and strong predictor of procurement performance ($\beta=0.410$, $P<0.05$). These findings are consistent with previous research by Smith and Johnson (2010), Anderson and Brown (2014), and Johnson et al. (2015), which emphasized the importance of supplier selection and profiling in determining a firm's overall performance, including procurement outcomes. Moreover, a recent study by Chen and Wang (2020) specifically in the pharmaceutical manufacturing context, highlighted the significance of effective supplier profile

management in enhancing procurement performance. In the context of private pharmaceutical firms in Kampala, these findings suggest that evaluating supplier characteristics is crucial for achieving optimal procurement performance. However, it is important to note that correlation does not imply causation, and further research is needed to establish causality. Nonetheless, these results provide valuable insights for pharmaceutical manufacturing firms in Kampala to prioritize supplier profiling in their procurement strategies.

5.1.2 Supplier capabilities and procurement performance

This study explored the relationship between supplier capabilities and procurement performance in pharmaceutical manufacturing firms in Kampala. The results showed a positive and significant correlation ($r=.659$, $P\text{-value}=0.025$), indicating that supplier capabilities have a significant impact on procurement performance in these firms. These findings are consistent with previous research in the field, including studies by Chen and Wang (2017) in the manufacturing sector, Zhu et al. (2015) in supply chain management, and Li and Wong (2018) in manufacturing industries. Specifically, in the pharmaceutical sector, our findings align with the research conducted by Zhang and Chen (2016), who also found a positive correlation between supplier capabilities and procurement performance. These studies collectively emphasize the critical role of supplier capabilities in enhancing procurement outcomes across various industries, and our study provides specific evidence supporting this notion in the context of pharmaceutical manufacturing firms in Kampala.

5.1.3 Supplier strategic fit and procurement performance

The study revealed a positive and significant relationship between supplier strategic fit and procurement performance in pharmaceutical manufacturing firms in Kampala ($r=.510$, P -

value <0.05). The regression analysis indicated that supplier strategic fit was a significant but weak predictor of procurement performance (Beta=.210, $P<0.05$).

These findings are consistent with existing research. Simatupang and Sridharan (2005) emphasized the critical role of supplier strategic fit in achieving supply chain performance excellence. Their research highlighted that aligning suppliers' strategies with those of their customer firms leads to more efficient and effective supply chain operations, including reduced lead times, lower costs, and enhanced customer satisfaction. This supports the study's results, which showed a positive and significant relationship between supplier strategic fit and procurement performance in Kampala's pharmaceutical firms.

Chopra and Meindl (2019) also underscored the importance of aligning suppliers with a firm's strategic objectives to enhance procurement outcomes. They argued that integrating suppliers into a firm's strategic planning and decision-making processes leads to better coordination and collaboration, ultimately improving procurement performance. This aligns with the study's findings, which demonstrated a positive correlation between supplier strategic fit and procurement performance.

Ellram and Tate (2004) provided insights into the contextual nature of the relationship between supplier fit and performance. They argued that while supplier fit is crucial, its impact on performance can vary across industries and organizational settings due to factors such as industry dynamics, supply chain complexity, and specific strategic goals. This contextual perspective helps explain the study's regression analysis results, which showed that while supplier strategic fit was significant, its predictive power on procurement performance was relatively weak. This suggests that the impact of supplier fit may be influenced by contextual factors.

Wagner and Bode (2006) emphasized that the strength of the relationship between supplier strategic fit and performance could be influenced by external factors such as market conditions, competitive pressures, and the broader economic environment. Their research suggested that the effect of supplier strategic fit on performance might be more pronounced in some situations and less significant in others. This contextual perspective provides valuable insights into the study's findings of a significant but weak predictive relationship.

Petersen et al. (2005) conducted a study in the pharmaceutical sector, demonstrating the positive impact of supplier strategic fit on procurement performance. Their research provided empirical evidence that aligning suppliers' capabilities with the strategic objectives of pharmaceutical firms led to better procurement outcomes. This aligns closely with the study's findings in Kampala's pharmaceutical manufacturing firms, where a positive and significant relationship was observed between supplier strategic fit and procurement performance.

5.2 Conclusion

5.2.1 Supplier profile and procurement performance

The study underscores the significant influence that supplier profiles have on procurement performance within private pharmaceutical manufacturing firms in Kampala. Successful procurement outcomes hinge on thorough supplier profiling, which entails evaluating supplier characteristics and attributes. This points to the importance of pharmaceutical companies developing detailed supplier evaluation frameworks. Such frameworks are vital for selecting and retaining suppliers who align with the firms' strategic and operational needs.

5.2.2 Supplier capabilities and procurement performance

The findings highlight the considerable impact of supplier capabilities on procurement performance. Private Pharmaceutical manufacturing firms in Kampala gain significant advantages when partnering with suppliers who have robust technical and operational skills. This suggests the importance of investing in the development of suppliers and ensuring they have the resources and expertise needed to satisfy the industry's rigorous requirements, ultimately improving procurement effectiveness and efficiency.

5.2.3 Supplier strategic fit and procurement performance

The positive link between supplier strategic fit and procurement performance highlights the importance of aligning supplier strategies with the goals of private pharmaceutical manufacturing firms. Such alignment fosters better coordination, collaboration, and ultimately enhances procurement results. However, since the strength of this relationship can vary across different contexts, firms need to maintain a flexible approach. This adaptability allows them to respond to changing conditions and continuously refine their strategic alignments to boost procurement performance.

5.3 Recommendations

Private Pharmaceutical Manufacturing firms should prioritize a comprehensive and rigorous supplier selection by critically considering supplier profile, supplier capabilities and supplier strategic fit to the organization. This will ensure that only high-quality suppliers are engaged thereby leading to improved procurement outcomes.

Private Pharmaceutical Manufacturing firms should undertake supplier development in order to improve the capabilities of their suppliers which will in the end lead to good procurement performance

Private Pharmaceutical manufacturing firms should consider a more holistic approach to supplier management, considering contextual and industry-specific factors that may influence supplier selection.

Private Pharmaceutical Manufacturing firms should ensure that supplier strategies remain aligned with the organizations leading to improved suppliers strategic fit to the organization hence improved procurement outcomes.

Private Pharmaceutical Manufacturing firms should establish continuous improvement teams or initiatives within the organization. These teams should be tasked with regularly reviewing and adapting supplier management strategies based on changing industry dynamics and contextual factors.

5.4 Limitations of study

Data collection limitations: The researcher faced some resource constraints during the process of data collection in terms of financial and time restrictions. These were however managed by prior planning, and budgeting for the data collection exercise.

Respondent Attitudes: The researcher faced some lack of cooperation from the respondents. This was offset by converting the questionnaire into an electronic copy for easy filling, and taking time to explain to them the importance of this study in improving the performance of their businesses.

Limitations of the findings: The results of this study are only for Kampala District. These findings can however be generalized to represent the pharmaceutical manufacturing firm's

population of Uganda because Kampala City has the highest concentration of pharmaceutical manufacturing firms and is one of the most populous cities/ districts in Uganda.

5.5 Areas for further research

Investigate the specific contextual factors that moderate the relationship between supplier capabilities and procurement performance in pharmaceutical manufacturing. Explore how factors such as industry regulations, technological advancements, and market dynamics influence the impact of supplier capabilities on procurement performance.

Explore the development of comprehensive supplier performance metrics tailored to the pharmaceutical manufacturing industry. Investigate the most critical performance indicators and measurement methodologies that can effectively capture the impact of supplier capabilities, profile, and strategic fit on procurement performance.

Develop advanced supplier selection models that consider not only supplier capabilities but also supplier profile attributes and strategic fit. Investigate the integration of these factors into a unified supplier evaluation and selection framework that can guide decision-making in pharmaceutical procurement.

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APPENDICES

APPENDIX I: QUESTIONNAIRE FOR RESPONDENTS

Dear Respondent,

I am Ruth Alice Mbabazi a Master’s student at Makerere University Business School researching **“Supplier Selection and Procurement Performance. A Study of Private Pharmaceutical Manufacturing Firms in Kampala District”**. I kindly request your voluntary participation in this study by filling the attached questionnaire. The information gathered shall be treated confidentially and shall be used for this research only.

Section A: Please answer the following questions as honestly as possible

1. Gender;

- a) Male
 b) Female

2. Age category;

- a) 18-29 years
b) 30 to 39 years
c) 40 to 49 years
d) 50 to 59 years
e) 60 years and above

3. Highest level of education

- a) Certificate
b) Diploma
c) Bachelors
d) Masters
e) Others, specify

4. How long have you been working in the organisation?

- a) Less than 1 year
b) Between 1 and 5 years

- c) Between 6 and 10 years
- d) Above 10 years

5. Please indicate your position in this business

-
- Employee
- Middle Management
- Top Management
- Business Owner
- Any Other
Indicate.....
.....

Section B: Supplier profile and procurement performance

Kindly indicate by ticking (√) the extent with regards to supplier profile and procurement performance. Use a scale of 1-5 where: 1 = Strongly Disagree, 2 = Disagree, 3 = Not sure, 4 = Agree and 5 = Strongly Agree

SECTION B: Supplier profile and procurement performance

No.	Statement	1	2	3	4	5
	Credibility					
1.	Our suppliers have a strong reputation for delivering high-quality products/services.					
2.	Our suppliers consistently meet agreed-upon delivery timelines.					
3.	Our suppliers have a proven track record of adhering to ethical standards and regulatory requirements.					
4.	Our suppliers effectively communicate and resolves any concerns that arise during the procurement process					
	Financial stability					
5.	Our suppliers have verifiable financial records and stability to supports reliable financial transactions.					
6.	Our suppliers have diverse portfolio based on resilience and flexibility hence delivering reliable procurement solutions.					
7.	Our suppliers are financially stable fostering trust and reliability.					
	Technical capacity					
8.	Our suppliers have adequate technical expertise and capabilities to deliver high-quality goods and services.					
9.	Our suppliers have a strong technical foundation that enables them to be effective and efficient.					
10.	Our suppliers have the required skills and qualifications to ensure efficient and effective delivery.					

SECTION C: Supplier capabilities and procurement performance

No.	Statement	1	2	3	4	5
	Quality					
1.	Our suppliers consistently deliver products/services that meet or exceed the firm's quality standards					
2.	Our suppliers demonstrate a strong commitment to continuous improvement in quality.					
3.	Our suppliers promptly address and resolves any quality issues that arise during the procurement process.					
4.	Our suppliers provide comprehensive documentation and certifications to ensure the traceability and compliance of their products/services					
	Price					
5.	Our suppliers offer competitive pricing that align with the pharmaceutical firm's budget and cost expectations.					
6.	Our suppliers provide transparent pricing information, including itemized breakdowns of costs and any additional charges.					
7.	Our suppliers offer flexible pricing options or discounts for long-term contracts or bulk orders.					
	Flexibility					
8.	Our suppliers are responsive to changing requirements or urgent requests from the pharmaceutical firm					
9.	Our suppliers demonstrate a willingness to customize products/services to meet the specific needs of the firm.					
10.	Our suppliers collaborate proactively with the firm to find mutually beneficial solutions.					

SECTION D: Supplier strategic fit and procurement performance

No.	Statement	1	2	3	4	5
	Geographical location					
1.	Our suppliers' geographical locations allow efficient and timely delivery of products/services.					
2.	Our suppliers' proximity to the pharmaceutical firm reduces transportation costs and potential delays					
3.	Our supplier's geographical location facilitates effective communication and collaboration with the pharmaceutical firm					
4.	Our suppliers' location enables compliance with regulatory requirements specific to the pharmaceutical industry.					
	Professionalism					

5.	Our suppliers demonstrate professionalism in interactions with the pharmaceutical firm, including timely responses and clear communication.					
6.	Our suppliers maintain a high level of integrity and ethical standards in their business practices.					
7.	Our suppliers consistently meet contractual obligations and deliver on promises made to the pharmaceutical firm.					
Trust						
8.	Our suppliers have established strong and trusting relationship with the pharmaceutical firm over time.					
9.	Our suppliers are viewed as a reliable partner who can be counted on during critical situations or emergencies.					
10.	Our suppliers demonstrate transparency and honesty in their business dealings with the pharmaceutical firm.					

SECTION B: Procurement performance

No.	Statement	1	2	3	4	5
Procurement Efficiency						
1.	The procurement process in the pharmaceutical firm is streamlined and optimized for time and cost savings					
2.	The procurement team demonstrates proficiency in managing and executing procurement activities.					
3.	The pharmaceutical firm utilizes technology and automation tools to enhance the efficiency of the procurement process.					
4.	The procurement team consistently achieves cost savings and maximizes value for money.					
Procurement Effectiveness						
5.	The procurement process in the pharmaceutical firm aligns with the overall business goals and objectives.					
6.	The procurement team successfully selects suppliers that meet the firm's requirements.					
7.	The pharmaceutical firm regularly evaluates and improves its procurement strategies.					
Procurement Reliability						
8.	The procurement team consistently delivers on their commitments and ensures the availability of necessary resources and supplies.					
9.	The pharmaceutical firm has established robust systems and processes to mitigate supply chain disruptions.					
10.	The procurement team maintains effective communication and collaboration with internal stakeholders and suppliers.					

**APPNDIX 2: LIST OF PRIVATE PHARMACEUTICAL MANUFACTURING FIRMS IN
KAMPALA DISTRICT**

No	Firm	Location
1	Samona Products Ltd	Kampala
2	Nsimye Herbal Medicine Reseachers	Kampala
3	Eloipharm (U) LTD	Kampala
4	Nana Herbal Products (U) ltd	Kampala
5	Qamari Products Ltd	Kampala
6	Kipo Natural Products Uganda	Kampala
7	Kateregga Physiotherapy services	Kampala
8	Earth Natural Life Ltd	Kampala
9	Bamakoola Herbal Products	Kampala
10	Zamuri Hair Essentials SMS Ltd	Kampala
11	Uganics Repellents Ltd	Kampala
12	Sibpharm Ltd	Kampala
13	Muq Habo Products	Kampala
14	Dei Natural Products International ltd	Kampala
15	SMCU Herbal Research Centre	Kampala
16	Crest Natural Health Centre	Kampala
17	Yeco Organic Management Ltd	Kampala
18	Pipax Ltd	Kampala
19	Jonita Investments	Kampala
20	Dama Medicinal Herbs	Kampala
21	Biggi Herbal Research Clinic	Kampala
22	Michelle Pickeering	Kampala
23	Roperfree Brand Products	Kampala
24	Gwowonya Eggere Herbal Services	Kampala
25	Zuri Homeopathics	Kampala
26	Visionary Health Link	Kampala
27	Sigwa Herbal Clinic	Kampala
28	Muwereza Herbal Co LTD	Kampala
29	Senat Organics International	Kampala
30	Aloesha Organic Natural Health Products	Kampala
31	Besi Uganda Ltd	Kampala
32	Exlusivee (u) Ltd	Kampala
33	Rashid Sadam Lukwago	Kampala
34	Health Living Herbal Research Ltd	Kampala
35	Rusigwa E Simon	Kampala
36	Nivika Organic	Kampala
37	Joyva Uganda Ltd	Kampala
38	Ssewankambo Martin	Kampala
39	Alinyikira Eco-Investments Ltd	Kampala
40	Katonda Ya Awonya Herbal Medicines	Kampala

41	Jurose Organic	Kampala
42	Miti Herbal Company Ltd	Kampala
43	Ms.Sseendyose Masitullah	Kampala
44	Muhammad Lutaya	Kampala
45	Mama Power Limited	Kampala
46	Princess Pharmacy (U)Ltd	Kampala
47	Hajjat Jemewo Herbal Centre	Kampala
48	Sure Deal Beauty Centre	Kampala
49	Tinex Logistics Ltd	Kampala
50	Byansi Herbal Research Institute	Kampala
51	Kalaso Herbal Products	Kampala
52	Cure Organic Living Products (U) Ltd	Kampala
53	Mukwaya Jamir Lutakooome	Kampala
54	kisakye HealthCare	Kampala
55	Katta Organic and Natural Products	Kampala
56	Da-Meran Herbal Dutch	Kampala
57	Sez Medical Centre	Kampala
58	Scensensor Investmeents	Kampala
59	Sanyu Natural Products	Kampala
60	Al-Hajji Sadam Lukwago	Kampala
61	Piaanta Product Research and Development Limited	Kampala
62	Sempijja Ronald SR Body Solution	Kampala
63	Aafiya (A) Ltd	Kampala
64	Nakibuuka Harriet Garlic Miraculous Chlorophyll (U) Ltd	Kampala
65	Benebyona Herbal Clinic	Kampala
66	Kampala University Body Care (U) Ltd	Kampala
67	Shaka Organics	Kampala
68	Natural Chemotherapeutics Research Institute	Kampala
69	Balmoi Oral Care Ltd	Kampala
70	Kameketa Enterprises Ltd	Kampala
71	Herbal Talk(U) Ltd	Kampala
72	Kiggundu Herbal Group	Kampala
73	Natural Health Centre Care Consultations	Kampala
74	Hhemorix Uganda	Kampala
75	World-Wide Happines International	Kampala
76	Jolika Ltd	Kampala
77	Vigor Immune Plus (U) Ltd	Kampala
78	Kiwanuka and Sons Herbal Services	Kampala
79	Gabogola Agencies	Kampala
80	Abacus Parenteral Drugs Ltd	Kampala
81	Rene Industries Limited	Kampala
82	Madame Herbals	Kampala
83	Kampala Pharmaceutical Industries Ltd	Kampala
84	Hasha Product (U) Ltd	Kampala
85	Vax Organic Products	Kampala

