

**SUPPLIER DEVELOPMENT AND QUALITY OF SUPPLIES IN PROCESSING
FIRMS. A CASE OF DELIGHT UGANDA LIMITED**

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DECLARATION

I, Pouline Vicky Namaye, declare that this Dissertation is my original work and has not been submitted to any University and higher learning of any award of a Master's in Business Administration

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APPROVAL

This dissertation titled “Supplier development and the quality of supplies in manufacturing firms” was conducted under our guidance and supervision and met report requirement of Kyambogo University.

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DEDICATION

To my husband Mr. Tumwesigye Raimon, my children Emma Kisakye and Ainebyona Shailey,
my brothers and my friend Kobusingye Carol

To my mentors Dr. Peter Obanda, Dr. Hannah Mzee

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LIST OF ACRONYMS

CVI CONTENT VALIDITY INDEX

ABSTRACT

The aim of this study was to examine the influence of supplier development on the delivery quality at Delight Uganda Limited. The specific objectives were to analyze the impact of supplier training programs on delivery quality at Delight Uganda Limited and to assess the impact of financial support on delivery quality at Delight Uganda Limited, and to evaluate the impact of technology transfer on product quality was to investigate the impact on the quality of Supplied exclusively in Enjoyment Uganda. This study used a cross-sectional survey design with a quantitative and qualitative approach. The study population consistent of 128 of his Delight employees, consisting of general managers and employees of the finance department, agronomists, marketing, production and inspection departments, procurement and input suppliers. An evaluation of categories with very small populations was performed using simple random sampling, and a census was conducted on the categories with a large sample size. During the data collection process, a structured questionnaire was used along with an interview guide. Analyzes were performed using a linear multiple regression model to answer the research hypotheses. The study showed that the supplier training program had a significant and positive impact on delivery quality for Delight Uganda Limited ($\beta=0.757$, P-value <0.05). The model results indicated that financial support had a positive and statistically significant effect on delivery quality for Delight Uganda Limited ($\beta = 0.231$, P-value < 0.05). The study also showed that technology transfer had a significantly positive impact on Delight Uganda Limited's delivery quality ($\beta=0.109$, P-value <0.05). She concludes that supplier development has improved the quality of supplies at manufacturing company Delight Uganda Ltd., despite some obstacles. It affects a lot. The study's recommendations suggest that suppliers should be better trained to ensure better quality supplies. Suppliers of manufacturing company Delight should be provided with more workshops, seminars and field work trainings. The study also found that suppliers of Delight Uganda Ltd. should be given more financial support. Delight Uganda's management needs to develop new innovations that enable suppliers to deal with remaining inventory and defective deliveries.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

Today many firms are faced with a lot of competition from other firms that produce similar or related goods. This has put a lot of tension among firms on how to remain competitive in the global markets. Therefore, management of operations has moved from managing and controlling internal operations to now managing the entire operations in a supply (Newlands, 2016).

According to Adedokun (2017), poor quality of raw materials produces poor quality final products because it's not possible to improve on quality by processing the final product. The inputs of the suppliers have a great influence on the production of the company, therefore high-quality inputs lead to high quality products or services (Adand and Grover, 2015)

Supplier development engages the efforts of buyers and suppliers to improve supplier techniques of quality, delivery and foster ongoing improvements. Researchers show that the business firms are facing a cut-throat competition due to increased delivery value to customers, the demand of customer's market place is very high than before (Adedokun et al., 2017)

The arrangement of supplier development entails on the firm's first tier in the supply chain that involves supplier training, technology transfer, financial support and other support rendered to suppliers in a view of improving their capabilities and knowledge on how to produce quality in their operation (Dominick, 2006). In this study, supplier development is the independent variable and delivery quality is the dependent variable

The aim of this study is therefore to examine the influence of supplier development on the quality of supply. This chapter presents the context of the research, problem statement, research

goals and questions, scope and rationale, research relevance, and an operational research definition.

1.1 Context of the study

1.1.1 Historical Notes

With the rapid expansion of the world economy and shrinking global markets, the pressure on companies to find new ways to create value through supplier development and deliver to their customers has increased significantly. It is increasingly recognized to build relationships with suppliers to improve profitability, maintainability and reduce the cost of supply in the chain (Kholmuminov et al., 2019).

According to Adedokun (2017), Supplier development refers to the supplier's efforts to increase the number of relevant suppliers in order to improve its performance. Supplier development is considered to any action taken to improve the current or future relation between buyer and seller (Maciąg et al., 2018)

A study of the automotive assembly industry shows that collaborating to improve many Elements of procurement management, including common processes such as procurement/ pick up/ billing, have resulted in significant cost savings. Honda has taken this approach with its body parts supplier (Adodokun et al., 2017).

During the quality revolution of the mid-1980s, companies began to view suppliers as partners rather than opportunists (Kholmuminov et al., 2019). Like any form of close relationship, partnerships consume more resources but offer a competitive advantage. The trend to justify supplier that begin in the 1980s continues with even greater challenges and opportunities. As a result, the selection of new suppliers has become more focused and demanding. If the new supplier does not meet the buyer's needs exactly, or if the existing supplier does not meet expectations, the buyer may choose to in-house the requirements or switch to another supplier,

increasingly pursuing development strategies (Newlands, 2016). Many companies didn't take their suppliers' performance seriously until recently, when competition became too intense.

Uganda has registered an increasing number of investments driven by supplier development programs. Most manufacturing firms are considering having good suppliers as a valuable resource that facilitates access to quality supplies. Supplier development is therefore becoming a vital approach of supplier management where manufacturing firms struggle to maintain close relationship with their supplier. The idea of "Supplier development" focuses on streamlining the entire relationship with suppliers. How well firms control their suppliers will determine how much value they can extract from sourcing. Supplier development is an ongoing activity that can be challenging, particularly without the proper management tools and approach. However, as Ugandan companies continue to pursue supplier development programs, it is clear that the number of reliable suppliers will drop dramatically. New and more competitive firms emerge with new and attractive terms of cooperation (Sako, M., 2004). The costs of change and not meeting expectations are so high that proactivity has become the most recommended strategy (Newlands, 2016).

1.1.2 Theoretical background

This study was based on resource dependency theory, which was used to formulate the conceptual framework on which the research was based.

1.1.2.1 Theory of resource dependency

Resource dependency theory developed by Pfeffer and Salancik (1978). It states that organizations need resources to survive in the long term (Kholmuminov et al., 2019). Developed with resource utilization in mind, this theory considers resources such as assets, organizational processes, skills, information, business attributes, and knowledge controlled by an organization as an important source of an organization's

competitive advantage over others (Hunt & Davis, 2011). . This theory is relevant to this study as it highlights that change strategies determine how organizations procure resources to increase their dependence on their environment (Çeltekligil et al., 2019). It is also relevant to this study as the main construct being resource and developing one another to have a competitive edge on the buying organization's competitors according to (Adedokun et al., 2017) and this can be achieved by working closely with the upstream suppliers since they determine the quality of the final product or service hence supplier development initiatives in terms of training programs, financial support and technological transfer all aim at improving quality of supplies considering color and appearance plus texture of the fruit. Delight Uganda adopted this theory by buying the resources from suppliers in order to increase on its supply and by doing so they support them through trainings, financial support and technological transfers (Delight Uganda Limited Business Case, 2020).

1.1.3 Conceptual background

The leitmotifs of this study are supplier development as an independent variable and the quality of the offer as a dependent variable. These concepts have been used and various studies by previous researchers.

1.1.3.1 Supplier development

According to Adedokun (2017), supplier development refers to the long-term collaboration between contracting companies and their suppliers to increase the supplier's technical, quality, delivery and cost capabilities and enable continuous improvement increase. This may include technical changes such as workflow improvements, standardization activities, and improvements to manufacturing and supplier management processes. (Ecel et al., 2013).

Krause (1997) describes supplier development as a value analysis of the buyer-seller relationship. This evaluation involves different initiatives and different types of relationships. (Crawford, 2014).

Supplier development is the process of working personally with a specific supplier to improve performance for the benefit of the purchasing organization (Ecel et al., 2013). According to Adedokun et al. (2017) Supplier development is also defined as the actions taken by the customer to improve the supplier's capability and/ or performance to meet the short-term and / or long-term needs of the customer's organization.

Supplier development refers to an agreement between the company and the first-tier supplier which entails training, technology transfer, financial support and other support rendered to suppliers to improve on the quality of supplies (Ecel et al., 2013).

In a study by Tungjitjarurn et al. (2012) found that an organization's performance is most influenced by how it develops its suppliers and emphasized that if an organization wants to gain a competitive advantage, it needs to invest more resources, especially in supplier development. It has been. (2015), the findings indicate that supplier development to achieve specified goals requires firm commitment in terms of financial support and technical skills to obtain effective performance measures from suppliers. indicates that it is required.

Therefore, the study objective, supplier development as measured by supplier training, financial support and technology transfer programs selected by a number of companies. (Ndanusa & Daniel, 2020).

1.1.3.2 Quality of Supplies

Quality refers to the meeting or exceeding that one expects from a customer (Kaynak, 2003).

In the American society quality is a subjective term which is used by different persons or sector

and it has its own definition. A quality characteristic of a product or service is its ability to meet an anticipated and/or stated need. Quality is defined as the degree to which assembly excels in features or properties to meet requirements (Lawson et al., 2015).

Quality management refers to the process of improving variations that directly impact on the supply chain performance measures (Rucha & Abdallah, 2017).

A study by Parast and Adams (2012) found that delivery quality has a significant and direct impact on the quality positioning of reseller organizations. The increasing emphasis on quality management reflects the realization that the quality of a company's performance depends solely on the contributions of its suppliers.

Therefore, quality of supplies under this study was conceptualized as; color and appearance of the fruit is more vibrant when you look at the fruit shape, size and the attraction is attached to the color and appearance. Texture of the fruit is more perceived with the sense of touch or feel of the fruit in one's hand or placed in the mouth and chewed thus bringing satisfaction to their customers (Baird et al., 2011).

Therefore, based on the above concept, this study is guided by the derived Adedokun et al., (2017). In this study supplier development is defined as a long-term commitment between the purchasing company and its suppliers, a concept it describes in three parts. Aspects of supplier training, financial support and technology transfer adopted from previous studies to predict impacts on quality of supply (Rucha & Abdallah, 2017).

1.1.4 Contextual background

Delight Uganda Limited is a private company that was incorporated in the Republic of Uganda on 30/10/1996. The company engages in processing and packaging of fruit juices under the name of Cheers and it's currently performing supplier development in Nwoya district. 2,000

suppliers were established and managed each having a minimum of one acre of fruits planted and many more since 2011 (Delight Uganda Limited Business Case, 2020). They acquired several acres of land of which 600 acres are for mangoes, 200 acres for oranges, 50 acres for guavas and many other fruits and vegetables (Delight Uganda Limited Report, 2021).

Delight Uganda being a small and medium enterprise in Uganda, they are getting services from local small suppliers known as out growers who are capable of doing better but are limited with resources therefore Delight Uganda limited has to boost its suppliers by dealing with their challenges like financial support, supplier training that improves on the quality and technological transfer to suppliers to yield high quality of supplies in the long run. (Delight Uganda Limited Report, 2021) Therefore, the study basically focused on the suppliers in Nwoya district who are receiving the incentives to improve on the quality of supplies. (Delight Uganda Limited Report, 2021) Considering the substantial support from Delight Uganda's suppliers did not meet the organization's quality expectations.

1.2 Problem Statement

Delight Uganda Ltd extends supplier development incentives like training, providing improved seeds and soft loans to Nwoya fruit suppliers known as out growers with the aim of improving their supplies. However, it is likely that the incentives have not yielded much. For instance, the quality of supplies being used in the processing and production of the final products is still low (Delight Uganda Limited Business Case, 2021). In support, the Delight Uganda Report (2021) shows that among the supplies received from suppliers, 65% of the mangoes get wasted before subjected to processing. In addition, there is inconsistency in supply where most suppliers are often unable to meet the demands of the fruit industry while in some periods, the supply is extremely higher than the demand. Furthermore, over 35% of the mangoes supply does not meet the standard required by the processing factory.

Whereas, supplier development programs have been adopted by the processing firm, the quality of supplies is still relatively. A number of studies have established that Supplier development has a direct impact on the quality of supplies. However, it is not yet clear why Delight Uganda Limited continues to receive low quality supplies from its closely monitored suppliers. In fact, there are also limited studies conducted in the context of Uganda investigation the impact of supplier development on the quality of supplies. Therefore, this study was developed to examine the impact of supplier development on the delivery quality of Delight Uganda Limited

1.3 General objectives of the study

The purpose of the study was to examine the impact of supplier development on delivery quality at Delight Uganda Limited.

1.3.1 Specific objectives of the study

- I. Analysis of the impact of supplier training programs on delivery quality at Delight Uganda Limited.
- ii. Evaluation of the impact of financial assistance on the quality of supplies at Delight Uganda Limited.
- iii. Study on the impact of technology transfer on the quality of supplies in Delight Uganda Limited.

1.4 Study Hypotheses

This study was guided by the following alternative hypotheses;

Ho1: Supplier training program has no significant effect on the quality of supplies at Delight Uganda limited.

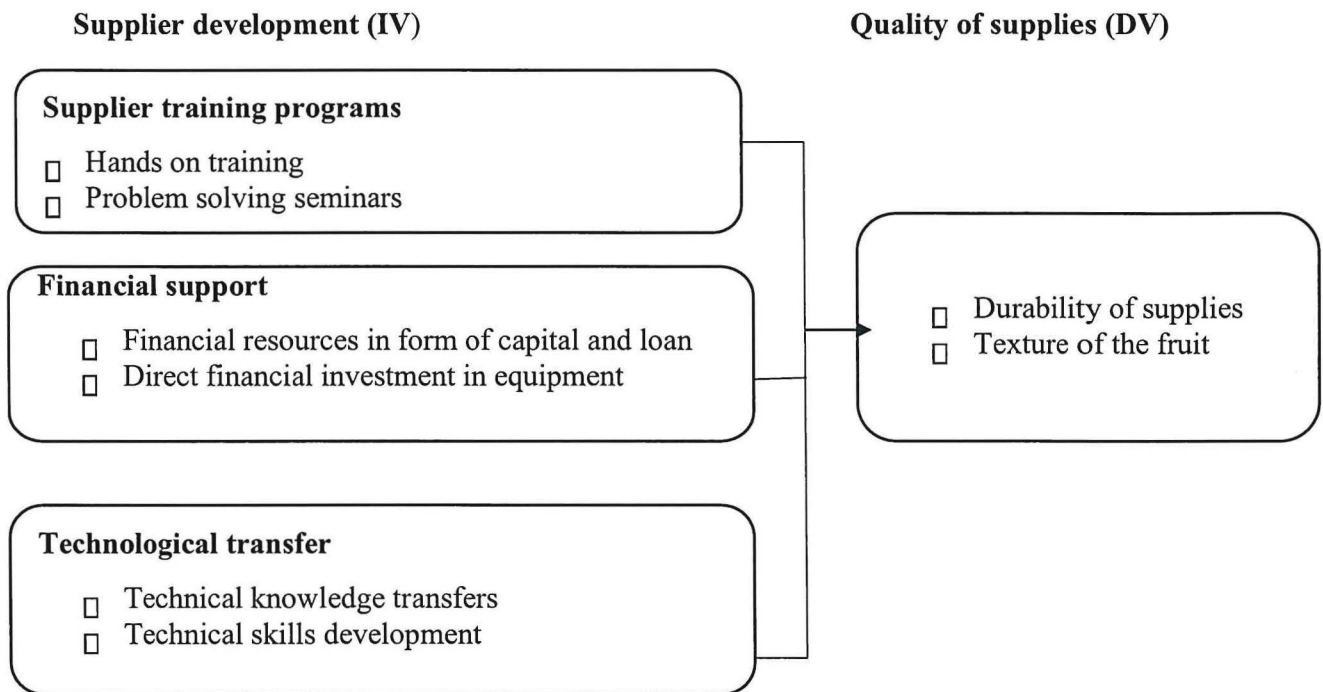
Ho2: Financial Support has no significant effect on the quality of supplies at Delight Uganda limited.

Ho3: Technological transfer has no significant effect on the quality of supplies at Delight Uganda limited.

1.5 Conceptual framework

The conceptual framework represents the relationship between provider development as an independent variable and quality of care as a dependent variable on which the study is based, the conceptual framework shows an individual approach.

Figure 1.1: Conceptual framework



Source: Lawson et al. (2015) and modified by researcher (2022)

From the model in figure 1.1, supplier development which was an independent variable of the study was regarded as the multi-dimension construct that affects quality of supplies. Supplier training was viewed in terms of hands on training and problem-solving seminars (Lawson et al., 2015). Provision of financial support to suppliers was viewed in terms of extension of financial resources inform of capital and loans and direct financial investment in equipment (Kivite, 2015). Lastly, technological transfer was limited to transfer of technical knowledge, skill development and innovation support (Museum, 2019). On the other hand, the dependent

variable of the study was the quality of delivery as measured by fruit shelf life and fruit firmness.

1.6 Scope of the study

1.6.1 The Content Scope

The study aimed at examining the effect of supplier development on the quality of supplies of processing firms zeroing down to Delight Uganda limited looking at how supplier training programs, technological transfer and financial support affect quality of supplies.

1.6.2 Geographical scope

This study was conducted at Delight Uganda limited located in Nwoya District, Northern Uganda along Gulu road

1.6.3 Time scope

Under this study, credible research documented literature and scenarios over period of 6 months as the researcher assumes that the period was enough to review related literature and collection of data. The literature which was reviewed was from 2010 to date as the research thought that the period contains information relevant to this research and give a firm background to the problem statement.

1.7 The Significance of the study

The result of study can help to implement some supplier development activities to ensure the improvement of delivery quality.

The results of this study can be used by future supply chain management researchers as a reference's for further in the same area of expanded scope or in other contexts.

This study may enable Delight Uganda limited if implemented to have a competitive edge over the competitors in the industry in terms of quality.

The results of this study can be used by future supply chain management researchers as a reference point for expanding the scope or for further research in the same field in other contexts.

The study may enable Delight Uganda Limited to have a competitive edge over the competitors in the industry in terms of quality, if implemented.

1.8 Definition of key terms

Supplier development is seen as way buyers get involved in supporting their suppliers with an aim of increasing on their competitive advantage.

CHAPTER TWO

LITERATURE REVIEW

2.1 Presentation

This chapter presents and discusses the existing literature in line with the objectives of the study, which provides details on supplier developments related to quality of care. It starts with theoretical review highlighting a particular theory guiding this research, conceptual review, review of related literature on supplier development and quality of supplies and finally pointing out the research problem this study intends to fill.

2.2 Theoretical review

This study is based on the applied theory of resource dependency to formulate the conceptual framework on which the research was based.

2.2.1 The Resource Dependence Theory 1978

Resource Dependence Theory developed by Pfeffer and Salancik (1978). It states that organizations need resources to sustain their existence in the long run. (Kholmuminov et al., 2019). This theory was developed with the view of resource utilization and which resources include assets, organizational processes, capabilities, information, firm attributes and knowledge controlled by organization as an important source of competitive advantage to an organization over others (Hunt & Davis, 2011).

According to Çeltekligil (2019) the theory is relevant to the study because it emphasizes that the strategies of change determine how organizations obtain resources to increase their level of dependence on the environment (Çeltekligil et al., 2019).

Buying organizations use partnerships with specific suppliers that are viewed to be important to gain access to the buying organization's Adedokun et al. (2017) valuable and rare resources

like technology, technical experts, knowledge and skills that help in reducing environmental uncertainties and supply chain vulnerability (Ketchen & Hult, 2007).

Supplier development performance can be achieved through taking advantage of resources that can't easily be acquired yet a partner in this the buying organization has them but the suppliers is lacking (Kitheka, 2015). The resource-based view's rationale is about value maximization through pooling resources thus firms (Parast & Adams, 2012). The theory assumes that an organization can collaborate with another organization with the view of taking advantage of utilizing the resources that it may lack but this may not be the case always as some firms are scared to share their vital information like process and procedures to supplier due to fear of competition (Ozturk, 2020).

This theory is relevant to this study as the main concepts are resource sharing and mutual development in order to gain a competitive resource over the competitors of the purchasing organization, which can be achieved through close cooperation with upstream suppliers as it improves the quality of the determine the offer. Final product or service, then supplier development Museum (2019) in terms of training programs, offering financial support and technological transfers all aim at improving quality of supplies in terms of color, appearance and texture of the fruit from the supplier hence enhancing a competitive edge of the buyer (Adedokun et al., 2017).

The theory was very relevant to this study because Delight Uganda limited being the buying organization with adequate resources more than the suppliers, Delight would use the resources like finance, technical and knowledge to improve performance of the potential suppliers which in the long term, the quality of care should be improved at Delight Uganda gets from suppliers (Delight Uganda Limited Business Case, 2021).

2.3 Conceptual Review

2.3.1 Supplier development

Supplier development refers to an organization's efforts to build and maintain a network of experienced suppliers. (Hunt & Davis, 2011). However, supplier development also includes long-term collaboration between buyers and suppliers to improve the supplier's technical, qualitative, delivery and cost capabilities and enable continuous improvement. (Laugen, Boer, Aur, and Frick, 2005).

Supplier development is strategies that create competitive environment among suppliers e.g. supplier assessment, supplier certification programs, site visit, training program, feedback communication, promised current and future according to (Kitheka, 2015) and these strategies are categorized into two groups and they include the following Externalized supplier development strategy and internalized supplier development strategy (Ndanusa & Daniel, 2020).

Externalized supplier development strategy refers to a strategy where the buying firm deals with external markets indirectly to encourage and improve on the performance of the organization and they include competitive pressure, supplier evaluation and supplier incentives (Adedokun et al., 2017).

Competitive constraints are strategies that create competition among suppliers (Adedokun et al., 2017) for some aspect of quality, delivery, or performance demanded by the purchasing company (Hunt & Davis, 2011). Supplier evaluation is related to the effective improvement of the supplier's performance to the buying company. Also, supplier incentives and how suppliers improve performance to benefit the buying firm (Newlands, 2016).

According to Newlands (2016), supplier development is the process by which buyers work one-on-one with specific suppliers to improve organizational performance. Supplier

development requires contract and project management as well as technical purchasing skills. It also requires effective interpersonal skills in communicating with suppliers (Kholmuminov et al., 2019).

Supplier development according to Newlands (2016) is employed between purchased and supply management professional that result to be quantifiable and measureable to benefit business thus increasing performance. Supplier development refers to a systematic program used by an organization to build and maintain a supplier expert network (Sako, M., 2004) provider improvement refers to a system that an organization makes use of to enhance on its present suppliers' capabilities.

2.3.2 Quality of supplies

The quality of the offer has strongly and directly influenced the quality of the positioning of the positioning of the purchasing organization quality management reflects the company's understanding of quality (Nair,2006) can improve supplier performance (input). According to Kitheka (2015) Quality is a process of implementing suppliers and how to facilitate them by the buyer.

Literature on the effective role of quality in changing competitive dynamics and in transforming organizational performance (Talib et al., 2011 Several studies have shown a positive correlation between quality control and quality performance. This greatly improves efficiency and profitability.

Quality management refers to a set of actions initiated by management to improve an organization's performance Kitheka (2015) the collaboration of involving mutual cost share, joint improvement efforts, better communication and conflict- resolution which improves on the competitive advantage (Rucha & Abdallah, 2017). A well-developed quality

culture that leads to improved performance, its predominant to managerial motivation to improve the performance and conform to standards (Mastrogiacomo et al., 2020).

Supplier quality management engage the development of close partnership, parallel growth and maturely trust that facilities the cooperative relationship among a few suppliers to attain high performance in an organization (Rucha & Abdallah, 2017).

2.4 Empirical Literature Review

2.4.1 The effect of Supplier trainings on the quality of supplies

Supplier training according to Kadir (2011) refers to the program that buyers have put in place to support the capabilities of suppliers thus improving on performance. This support is categorized into two and they include the periodic training and Hoc training. Periodic trainings help the supplier to understand the feel of the customer demand and also improve in the performance of the organization. Ad hoc trainings are held when there is a new product that is being developed in order to build a long-term relationship between the buyers and the suppliers. Kadir (2011) further contended that supplier training through fieldworks enable suppliers achieve a deeper understanding of improvement areas.

According to Modi and Mabert (2007) supplier development provide a hand on training is problem solving skills that improve on employee's expertise by impacting on suppliers' productivity. Training of suppliers provides opportunity to improve on the competence of supplier. Modi and Mabert (2007) also argued that supplier training positive and significantly affect the quality of supplies.

According to Matthysses and Inemek(2012), Programs implemented by purchasing organizations are designed to help suppliers improve their suppliers' technical capability which is an essential capability related to quality, manufacturing processes and best management practices that improve productivity.

Supplier business development (Nigeria) also requires a good communication network between buyer and supplier. Matthyssens and Inemek (2012) argued that supplier training programs through workshops support the development of suppliers' capabilities which in turn enhances the quality of supplies.

Kivite (2015) study in Nairobi revealed that workshop training provided to suppliers strengthens their relationship with the manufacturing firms. The author also established that supplier training improves on firm's performance. Through hands-on training, the scholar added that there is a positive relationship between supplier training and supply quality. Through hands on training, the supplier is able to acquire skills and improve on their competence and also involving them in field work activities which in the long run benefit the buying firm.

According to Adedokun (2017) supplier training is used to improve on the quality of product and it is a relevant to the buying firms because it increases their competitive advantage. A targeted method was used, a population of 120 respondents followed a simple randomized method, a questionnaire was used as the data collection tool, and the data were analyzed with SPSS. The supplier development variables for supplier training showed a correlation ($r=0.722$, $P<0.5$), positively impacting performance and therefore quality of delivery. The authors also argued that seminar training for suppliers improves their expertise and problem-solving ability.

2.4.2 The effect of financial support on the quality of supplies

Financial support refers to the efforts that purchasing makes to develop suppliers through human and capital resources, which are the means and facilities of direct investment (Li et al., 2007). Suppliers receive feedback for improvement from purchasing companies and also receive feedback on human resources. This helps the buying company to motivate the financial resources of the supplier and the buying company to directly motivate the supplier to improve

performance. In a study by Li et al. (2007) found that financial support had a significant positive effect on quality

Supplier financial support refers to the continuous identity of the financial weakness of a supplier that a buyer gets involved in assisting to avoid supplier disruptions and increase on the supplier's financial lifespan in order to meet the firm's quality standards. Financial support is an important factor in supplier development and quality of supplies.

According to Wagner (2006), he argues that monetary support can also be extended to certain providers who may also be experiencing finance difficulties to able to their economic obligations. This can be in the form advances, loans, donations of tools, etc. that help the provider acquire operational skills that may no longer be able to motivate providers with monetary support. The author adds that the operational capacity and the credits granted to suppliers improve the quality of the companies' offer. Finance assistance is a benefit that can be extended to extended to exceptional beneficiaries who may be facing other financial difficulties to help them meet their financial obligations. (Kivite, 2015) Down payments, loans, loans, equipment donations, etc. can be used to help suppliers acquire operational capacity they may not have otherwise had access to. For some buyers, providing incentives and recognition can be an effective way of showing appreciation for their suppliers' accomplishments. As a result, the supplier is motivated to work hard and invest more to maintain their good performance (Kivite, 2015).

The scholar also argued that financial support rendered to suppliers through direct investment in their equipment and tools enhances their capability and capacity to cope with the requirements (Kivite, 2015).

Studies have shown that financial support improves buyers' performance (Wachiuri, Waigonjo, & Oballah, 2015). According to Adedokun et al, (2017) supplier financial support improves on

the quality of suppliers and its relevant to the buyers' firm and this increases on the competitive advantage. 120 respondents were selected and a descriptive design was employed for this study. The data shows that correlation $r=0.563$ and $P<0.1$ and it has a positive influence on the buyer's performance therefore, there is a positive relation between the variables. Adedokun et al. (2017) sought that down payments given to suppliers of firms improved on their ability to deliver high quality products.

2.4.3 The effect of technological transfer on the quality of supplies

Matthyssens and Inemek (2012) argued that technical assistance from the buyer towards the suppliers increases their knowledge technically and it involves two parties to perform it that's the buyer and the supplier engineering issue and supplier potential to meet performance and technical specifications. Njoku, and Kalu (2015) argued in their study that suppliers provided with technological support through skills development helped to improve supply efficiency.

According to Adedokun et al. (2017), Technological transfer enhances quality performance in a company positively and significantly. There is evidence that supplier technical support has a positive influence on buyer performance. A company's performance improves when it extends supplier technical support, which means that for the management of the company.

Technological knowledge and sharing between the suppliers and customers help the buyer to increase their competitive advantage because the supplies that are supplied are of quality. It also helps in imparting skills to the suppliers and it improves on the suppliers' efficiency (Matthyssens & Inemek, 2012). Supplier technology transfer as the relationship of investments toward supply chain coordination and it has a technical capability which is more necessary from the supplier input towards the buyer firm (Njoku & Kalu, 2015).

Several studies have shown the relation of supplier technological transfer as a good resource of supplier development toward the organizational performance (Adedokun et al., 2017).

Technological transfer is that knowledge that cuts across organization boundaries when the buying firm and the supplier have a similar technological capabilities and skills.

In the study that (Adedokun et al., 2017) geared toward organizing the effect of technical help on the shopping for company farm and he examined that there's a effective correlation ($r=0.421$) between technical support and the overall performance of the company which means that powerful technical assist will increase performance through 0.01 therefore, indicates a statistically high quality relationship among the variables

A study by Ndanusa and Daniel (2020) on the effect of technological transfer on quality supply revealed a significant and positive effect. The authors argued that technical support rendered to suppliers through new innovations increases their stock of new knowledge with in their team and this enhances quality of supply. Newlands (2016) examined in his study that technological support given to suppliers through knowledge sharing improved on their ability to supply good products to manufacturing firms.

2.5 Summary of Literature and the gap

In this study, adequate literature has been reviewed in the area of supplier development focusing on supplier training, extending financial and technological support (Museum, 2019). The study recommended that for continuous improvement in the supply base it is advantageous to have supplier development incentives like supplier training provides quality of supplies and increases supplier experience in providing quality supplies. The study also recommended financial support to the supplier that it helps the supplier to keep acquiring good and quality products and in the long run quality supply are achieved because suppliers are not finically constrained.

According to Adedokun et al. (2017) supplier development helps firms stay ahead of their competition by providing support to their suppliers. This can help them improve their

technology and make products that are better than those of their competitors. The financial support rendered to the suppliers also helps the suppliers to maintain quality supplies because the suppliers are able to buy their requirements with ease. The study also recommended supplier technological transfers as one of the ways of improving quality of supplies by using modern methods.

According to the study, supplier development should be the focus of purchasing and supply management to identify sound reasons for leveraging supplier development in resolving quality issues, which will result in an increase in the total value added by suppliers (Government. & Fund., n.d.).

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter defines the methodology, study population, sample size, sample design and procedures, data collection methods, data analysis, measurement and instrument design, ethical considerations and expected limitations of the study.

3.1 Research design

The study followed a case study design with a qualitative and quantitative approach. The quantitative approach involved statistical analysis, the qualitative used narrative to explain, understand and complete the data. A case study and exploratory project with intensive unit analysis were used in an in-depth study to understand supplier evolution and its impact on quality of care, a studied phenomenon. A case study project is a research approach that can be used to test whether a particular theory and model is actually applicable to real-world phenomena and it is a commonly used design that has been used by many researchers undertaking both qualitative and quantitative research approaches. (Blumberg, Cooper, & Schindler, 2008)

3.2 Study population

The study population was 128 respondents and this composed of General manager and staff from various departments of finance, agronomists, production and marketing (Delight Uganda Limited Business Case, 2021). The above respondents were chosen for this study because they had a direct contribution in determining the quality of supplies and some were involved in the processing of the supplies which deemed necessary for this study since they were knowledgeable in supplier development and the quality of supplies received from the suppliers

3.3 Sample size and selection

The sample size was determined using the Krejcie and Morgan (1970) formula:

$$S = \frac{X^2 NP(1-P)}{d^2(N-1) + X^2 P(1-P)} \dots\dots\dots (\text{Eqn3.1})$$

Where;

S= required sample size

X^2 =The table value of Chi-square for the degree of the freedom at the desired confidence level (3.84)

N= The population size

P= the population proportion (assumed to be 0.5 since this would provide the maximum sample size)

D= the degree of accuracy expressed as a proportion (0.05)

For this case

$$X^2 = 3.84, N=180, P=0.5 \text{ AND } d=0.05$$

$$S = \frac{3.84 * 128 * 0.5(1-0.5)}{(0.05^2(128-1) + 3.84 * 0.5(1-0.5))}$$

$$S = 119.188 = 119 \text{ Participants}$$

This gives a sample size of 119 Participants. This is in resonance with Table 3.1.

Table 3.1: Shows population and sample distribution of the study

Categories	Study population	Sample size per category	Sampling techniques
General manager	1	1	Census
Finance	3	3	Census
Agronomists	15	14	Purposive
Production	74	70	Simple random
Marketing	20	19	Purposive
Procurement	3	3	Census
Inspection	4	4	Census
Suppliers	8	5	Simple random
Total	128	119	

Source (Delight Uganda Limited Business Case, 2021)

The sample consists of 119 respondents selected from the total population of 128 both staff and suppliers of Delight Uganda. The respondents were selected as in table 3.1 above

3.4 The sampling procedure and techniques.

The study used both simple random sampling to select respondents in categories with large populations, such as B. Operations Department, the census was used for small categories, as well as a deliberate sampling technique for other categories, as shown in Table 3.1 above. Simple random enabled selection of sample which accurately represents the population through giving all staff in the population equal chance of being selected for the study (Aisha, 2021). Purposive sampling was intended to select only respondents that were deemed informed and had necessary information required to complete the study. It also helped to select respondents to participate in the interviews that supplemented on statistical inferences.

3.5 Data Sources

3.5.1 Basic data

Primary data were collected from the respondents using an interview guide and a questionnaire. A questionnaire and interview guide were used to obtain data on study variables.

3.6 Data Collection methods

The following methods were used for data collection

3.6.1 Maintenance Manual

In-depth face-to-face interviews were conducted with four (4) key informants including the operations manager and the finance department to gather details on the development of their suppliers (Delight Uganda Limited Business Case, 2021). The interview guide (Appendix 2) was used to collect qualitative data from selected departments that could provide information by interviewing selected employees in a face-to-face interview. 3.6.2 Self-Administered Questionnaire

Well-designed questionnaires were used to answer research questions easily (Amin, 2005). The researcher ensured that every item in the questionnaire was close ended and were addressing specific objectives as well as the research hypothesis. The respondents were arranged on a five-point liker scale which enhanced simplicity and straight forward answers. The questionnaires were sent to the respondents personally and collected in the week before the subsequent evaluation.

3.7. Data Control

3.7.1 Validity of the Instrument

The validity of the research tool was important as it ensured that the data collected was accurate and focused on the topic under study. The researcher gave the research supervisor the opportunity to review the instrument and make any necessary changes. The instrument helped the researcher to gather data using a clear, relevant, specific, and logical tool. Several researchers have used this tool to measure various problems and the tool's validity has been checked to ensure that the items are relevant to the sample and that the measurements made are correct.

The Content Importance Index (CVI) was used to check the validity of the questionnaire to ensure that the items were relevant to the sample and were correctly recorded. If the coefficients of the variables examined are greater than 0.6, the questionnaire is considered valid.. (Nunnally, J. C. and Bernstein, I., 1994).

The calculation is as follows:

$$CVI = \frac{\text{Total Number of items rated by all respondents}}{\text{Total number of items in the instrument}} = \frac{29}{35} = 82.9\%$$

3.7.2 Reliability of Instrument

The reliability of the search tool has consistently demonstrated the consistency of the search results over time. The reliability of the instrument was measured using the Cronbach alpha coefficient.

A reliability coefficient of 0.5 or higher is considered to be reliable (Amin,2005). A reliability coefficient closer to 1 is more reliable. (Sekaran,2000) The instruments (questionnaire) were pre-tested using respondents of Delight and their reliability was computed bas seen below in table 3.2.

Table 3.2 Reliability test

Cronbach's Alpha	N of Items
.992	23

The results from the reliability test show a Cronbach's Alpha coefficient of 0.992 which is above the threshold of 0.7.

3.8 Data collection Procedure

The qualitative analysis was performed by evaluatinh the mean and standard deviation of the response to the items identified in the questionnaires. The data set obtained in the field through questionnaires was sorted, modified, summarized, coded and analyzed inorder to draw the necessary conclusions from the research.

3.9 Data Processing and analysis

3.9.1 Quantitative data processing and analysis

The data from the survey was sorted and analyzed using the SPSS software package. Errors, out-of-range values, and outliers were eliminated, and then frequencies were calculated to provide a descriptive statistic. This was followed by a zero-order analysis.

Pearson's correlation analysis was conducted to examine the impact of supplier development on delivery quality and to determine whether supplier training programs improved delivery quality

Supplier development was the independent variable, and quality of supplies was the dependent variable. The factors that had an effect on financial support for the quality of supplies were studied in a regression analysis.

3.10 Measurement of variables

The independent variable of Supplier development dimensions of supplier trainings, financial support and technological transfer, were measured based on existing literature about supplier development since supplier development had not been standardized in terms operationalization. Likewise, the dependent variable of quality of supplies dimensions of color, appearance and texture of the fruits supplied. To measure how people, feel about a particular topic, we used a Likert scale. On this sale, 1 means I totally disagree and 5 means I totally agree. We measured the independent and dependent variables and chose this measured because each point on the scale represents a lot of information

3.11 Ethical considerations

The researcher took care to uphold the principles of ethical privacy, confidentiality, anonymity, and information consent. The respondent's rights to confidentiality were respected without having their personal data collected. The researcher had to consent with the participants who were to respond to the study. The respondents who participated were briefed on the questions in the study and the instrument that was being used. The research questions used in the instrument designed was conscious about the respondent's emotions. The study remained anonymous and only the social demographic characteristics were defined. In order to get clear information, the questions were purposely derived for this specific study and also matters of

confidentiality were kept with well for academic reasons. The study made sure to credit different sources of information, including other scholars, for the copyright of the data.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.0 Introduction

This chapter presents the results of study on the impact of professional development on quality of care. Presents a case study by Delight Uganda Limited, based on information from a research questionnaire. The chapter covers response rate, respondent demographic, descriptive analysis, correlation and regression analysis

4.1 Response rate

The study attempted to collect 128 structured questionnaires and conducted 4 interviews. However, only 109 structured questionnaires were collected and 4 interviews were conducted giving a response rate of 93.2% and 100% respectively. However, the overall response rate from the study was 92.7% and this is highly recommended for the study.

4.2 Back ground Information about the study respondents

The survey respondents were divided into different departments according to their job responsibilities, period worked, gender, age, age group, level of education these are the determinants of effects of supplier development on quality of supplies at Delight Uganda Limited. The findings are detailed in table 4.1.

Table 4. 1: Distribution of demographic characteristics among respondents

Department of the respondents	Frequency	Percent (%)
General Manager	1	.9
Finance	3	2.8
Agronomy	15	13.8
Production	52	47.7
Marketing	38	34.9
Total	109	100.0

Source: Primary data, 2020

From the table 4.1, it can be seen that the respondents from the production department scored the highest with a score of 47.7%. The next highest score was from the marketing department with a score of 34.9%. 13.8% of the respondents were from the Agronomy department, 2.8% were from the finance department, and finally 0.9% were from the general manager department. This means that all of the respondents were knowledgeable enough to provide important data or responses for the research, since they are related to the suppliers and are responsible for executing their duties.

Table 4.2: Years worked at Delight Uganda Limited

Period worked with delight Uganda limited	Frequency	Percent (%)
Less than 1 year	23	21.1
1-3 years	43	39.4
4-6 years	30	27.5
7-9 years	8	7.3
10 years and above	5	4.6
Total	109	100.0

Source: Primary data, 2020

Table 4.2 above indicated that Delight Uganda had 39.4% who have worked between the period of 1 and 3 years followed by 27.5% had worked between 4 and 6 years, 21.1% in less than a year 7.3% between the period of 7 and 9 years and finally those above ten years were 4.6%. This study found that those who have worked for between 1 and 3 years are more knowledgeable about supplier development, which helps ensure quality supplies for Delight Uganda.

Table 4.3 Education level of the respondents

Education level	Frequency	Percent (%)
Certificate	16	14.7
Diploma	54	49.5
Bachelor's Degree	33	30.3
Master's degree	4	3.7
Others	2	1.8
Total	109	100.0

Source: Primary data, 2020

From table 4.3, Majority of the respondents had Diploma qualifications and therefore they were considered knowledgeable with 49.5%, 30% had a qualification of a bachelor's degree, 14.7% had certificate as their qualification, 3.7% had a Master's degree and finally 1.8% among others. The higher levels of qualification indicate that the respondents gave informed responses about the study area.

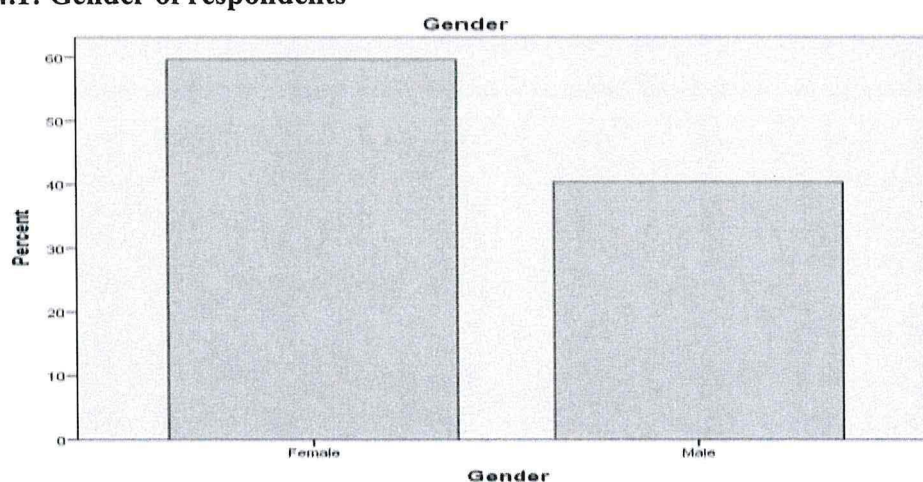
Table 4.4: Age of the respondents

Age bracket	Frequency	Percent (%)
18-24 years	15	13.8
25-31 years	55	50.5
32- 38 years	28	25.7
39 years and above	11	10.1
Total	109	100.0

Source: Primary data, 2020

The table above shows that the majority of the respondents were between 25 and 31 years old. 57% were between 25 and 31 years old, 25.7% between 32 and 38 years old and 13.8% between 18 and 24 years old. Finally, 10.1% were 39 years or older. This means that Delight Uganda employs staff over the age of 18, but who are still more dedicated and dedicated to their jobs than the company's younger and older employees.

Figure 4.1: Gender of respondents



Source: Primary data, 2020

From Figure 4.1, it is observed that 59.6% of the respondents were females while 40.4% were males. Literally, this implies that more female at Delight Uganda Limited participated in the study.

Table 4.5: Findings on existence of company policy on supplier development and quality of supply at Delight Uganda Ltd

Do you have company policy on supplier development	Frequency	Percentage
Yes	82	75.2
No	27	24.8
Total	109	100.0

Source: Primary data, 2020

The survey examined that there was a company policy on supplier development and quality of supply at Delight Uganda Ltd as agreed by majority of the respondents (75.2%).

4.4 Rating the level of commitment of the top management towards supplier development and quality of supply

Respondents were asked to rate senior management's commitment to supplier development and delivery quality. The results are shown in Table 3.

Table 4.6: Respondents' rating on the level of commitment of the top management towards supplier development and quality of supply

Top management commitment towards supplier development	Frequency	Percentage
No commitment	9	8.3
Low commitment	61	56.0
Not-sure	7	6.4
High commitment	32	29.4
Total	109	100.0

Source: Primary data, 2020

The findings in table 4.6 reveal that majority (56%) of the respondents agreed that there is low commitment of the top management towards supplier development and quality of supply at delight Uganda Ltd.

4.5 Descriptive analysis on the study variables

Descriptive statistics include respondents' level of agreement and disagreement with the constructs of the variables under study. Constructs were measured / scored on five-point likert scale. The conclusions are presented in the following subsections

4.5.1 Descriptive statistics on Supplier training programs

The respondents' views on the constructs of this variable were measured from strongly disagree to strongly agree. The findings are presented in terms of means and standard deviations and the mean results above 3 show strong agreement while the mean below 3 indicates strong disagreement on respondents' views on the given construct. The findings are detailed in table 4.7.

Table 4.7: Descriptive analysis on Supplier training programs

Constructs	Mean	Std. Dev
Supplier training programs through fieldworks enable suppliers achieve a deeper understanding of improvement areas	3.38	1.095
Workshop training provided to suppliers strengthens their relationship with Delight Uganda limited management	3.45	1.076
The seminar training provided to suppliers improves on their expertise and problem-solving skills	3.35	1.189
Supplier training programs through workshops support the development of suppliers' capabilities which in turn enhances the quality of supplies	3.47	1.076
Supplier hands on training enhances supplier technical capability in terms of key competences such as quality and production process	3.51	1.006

Source: Primary data, 2020

The study examined that majority of the respondents agreed that supplier training programs through fieldworks enable suppliers achieve a deeper understanding of improvement areas as shown by a high-level mean (3.38) above the threshold of 3 and a small standard deviation (1.095). Concerning workshop training, the survey examined that workshop training provided to suppliers strengthens their relationship with Delight Uganda limited management (mean=3.45, Std. Dev=1.076). The findings from the interview indicated they organize some workshop training to their suppliers. The respondent 023 commented that;

“We usually organize workshop training to equip our suppliers with the necessary needs to meet to meet our quality standards and also to strengthen our working relationship.”

The majority of the respondents in the survey agreed that the seminar training provided to suppliers improves on their expertise and problem-solving skills (mean=3.35, Std. Dev=1.189). The study also revealed that supplier training programs through workshops support the development of suppliers' capabilities which in turn enhances the quality of supplies (mean=3.47, Std. Dev=1.076). Finally the survey found that the majority of respondents agree that supplier on the job training improves suppliers' technical skills in the key competencies such as quality and manufacturing process.

(mean=3.51, Std. Dev =1.006).

4.5.2 Descriptive statistics on financial support given to suppliers of Delight Uganda Ltd

This section provides descriptive results for financial support constructs that include and the standard deviations. Mean scores above 3 indicate strong agreement, while score below 3 indicat strongly agreement, while mean scores below 3 insicate strong disagreement with respondents' view of the construct. The results are shown in Table 4.8

Table 4.8: Descriptive analysis on financial support

Constructs	Mean	Std. Dev
The operational capacity and loans given to suppliers by Delight Uganda limited company improves on the quality of supply	3.46	1.151
The direct financial investment in equipment and tools of suppliers by Delight Uganda limited company enhances quality supply	3.64	1.076
Financial support in form of loans extended to suppliers who experience financial difficulties empowers them to meet their financial obligations and this in turn improves on the quality of supply	3.46	1.198
The financial support rendered to suppliers through direct investment in their equipment and tools enhances their capability and capacity to cope with the requirements of Delight Uganda limited	3.87	0.914
The down payments given to suppliers of Delight Uganda limited company improves on their ability to deliver high quality products	3.40	1.148

Source: Primary data, 2020

Table 4.8 presents the views of respondents on the constructs provided on financial support rendered to suppliers of Delight Uganda Ltd. The study examined that the operational capacity and loans given to suppliers by Delight Uganda limited company improves on the quality of supply (mean=3.46, Std. Dev=1.151). In terms of direct financial investment in equipment and tools, the survey examined that majority of the respondents agreed that the direct financial investment in equipment and tools of suppliers by Delight Uganda limited company enhances quality of supply (mean=3.64, Std. Dev=1.076). The bigger proportion of respondents agreed that the financial support in form of loans extended to suppliers who experience financial difficulties empowers them to meet their financial obligations and this in turn improves on the quality of supply

(mean=3.46, Std. Dev=1.198). The researcher noted during key informant interviews that suppliers are given loans in terms of advance to make them remain committed. Respondent 012 explained that;

“Our suppliers are given loans in form of advances whenever they are experiencing financial difficulties in supplying us.”

The survey findings indicate that most of the respondents agreed that the financial support rendered to suppliers through direct investment in their equipment and tools enhances their capability and capacity to cope with the requirements of Delight Uganda limited (mean=3.87, Std. Dev=0.914). Lastly, the survey examined whether the down payments given to suppliers of Delight Uganda limited company improves on their ability to deliver high quality products. Majority of the respondents agreed with the statement with a mean of 3.40 and Std. Dev of 1.148. Similarly, respondents agreed that key competences such as quality and production process are necessary for the quality of supplies (mean=3.51, Std. Dev=1.006).

The finding was supported by the interview response where one of the suppliers interviewed indicated that;

“... the town payment given to us when we deliver supplies to Delight Uganda Limited has supported us a lot when it comes to managing our fruit plantation on time. It has helped us to avoid spoilage caused by insecticides since we are able to spray on time.”

4.5.3 Descriptive statistics on Technological transfer given to suppliers of Delight Uganda Ltd

The survey results show that suppliers of Delight Uganda Ltd. feel very positive about the benefits of technological transfer. They feel that it helps them to improve their products and services. However, there is some variability in the views of suppliers. The mean results above

3 show strong agreement while the mean below 3 indicates strong disagreement on respondents' views on the given construct. The findings are detailed in table 4.9.

Table 4.9: Descriptive analysis on Technological transfer

Constructs	Mean	Std. Dev
Suppliers are provided with technological support through skills development to improve on their efficiency	3.20	1.215
There is technical knowledge transfer and sharing between suppliers and Delight Uganda limited	3.73	1.033
Technical support rendered to suppliers through new innovations increases their stock of new knowledge with in their team and this enhances quality of supply	2.43	1.075
Technological support given to suppliers through knowledge sharing improves on their ability to supply good products	3.83	0.958
Supplier technical support in form of innovative ideas increases their consistence in supplying quality products	2.93	1.136

Source: Primary data, 2020

Table 4.9 presents the respondents' views on Technological transfer given to the suppliers of Delight Uganda Ltd. The majority of the respondents in the study agreed that suppliers are provided with technological support through skills development to improve on their efficiency (mean=3.20, Std. Dev=1.215). The findings revealed that there is technical knowledge transfer and sharing between suppliers and Delight Uganda limited as indicated by a high-level mean (3.73) and small standard deviation (1.033). The bigger proportion of respondents disagreed that technical support rendered to suppliers through new innovations increases their stock of new knowledge with in their team and this enhances quality of supply (mean=2.43, Std. Dev=1.075). Concerning knowledge sharing, the study examined that Technological support given to suppliers through knowledge sharing improves on their ability to supply good products (mean=3.83, Std. Dev=0.958). The findings from the survey also indicated that most of the

respondents disagreed that supplier technical support in form of innovative ideas increases their consistence in supplying quality products (mean=2.93, Std. Dev=1.136).

The findings relate to responses from a detailed discussion with the General manager who when asked to comment on the technological transfer support given to suppliers by Delighted indicated that;

“... Delight Uganda Limited has tried its best to support majority of the suppliers who are un able to acquire the required machinery for irrigation, ploughing and harvesting the fruits. This is because we assume that mechanizing plantation, management and harvesting of the supplies by the out growers would improve on the quality of supplies as demanded by our production standards. A case in point is in 2019, we gave out 6 ploughing tractors and 4 harvesting equipment.”

4.6 Correlation analysis between variables

The study looked at the relationship between supplier development (training, financial support, and technology transfer) and the quality of supplies. In addition, it enabled to establish whether there was multicollinearity between the variables. The correlation between the two variables is shown in table 4.10.

Table 4.10: Pearson’s correlation analysis between the variables of study

Independent variable	Quality of supplies
Supplier training program	.588**
Financial Support	.625**
Technological transfer	.680**

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

Source: Primary data, 2020

Table 4.10 above shows supplier training programs are significantly associated with quality of supplies. This is illustrated by the Pearson's correlation coefficient $r = 0.588^{**}$ and $P < 0.05$. This means that an increase in supplier training programs is associated with an increase in the quality of supplies. Similarly, it was established that extension of financial support has a significant relationship with quality of supplies ($r = 0.625^{**}$ and $p < 0.05$). This implies that an increase in financial support to supplies is associated with an increase in the quality of supplies. Lastly, the study established that technology transfer has a significant relationship with the quality of supplies ($r = 0.680^{**}$ and $p < 0.05$). This implies that an increase in technology transfer is associated with an increase in the quality of supplies.

4.7. Regression analysis

The study used a stepwise method to find out how different factors (independent variable) affected the study variable (dependent). Before running the regression, several assumptions were considered, such as B. the means of the study variables to control for multi-line problems that could skew the results. Normality tests were also performed to ensure that the data were normally distributed.

4.8 Regression analysis on the effect of Supplier development on the quality of supplies at Delight Uganda limited

The study looked at how different things (supplier training programs, financial support, and technological transfer) affect the quality of supplies at a company in Uganda. The results of the study are shown in the tables below.

Table 4. 11: Model goodness of fit

Model	R	R Square	Adjusted R square	Std. Error	Sig
1	.690	.476	.463	.16090	0.000

a. Predictors: (Constant), Supplier training programs, Financial support, Technological transfer

Source: Primary data, 2020

From the data in table 4.11, it was found that the model is a good fit for the data, meaning that the quality of supplies is significantly explained by supplier development($p>0.05$). This was shown by an adjusted R square of 0.463, which means that 46.3% of the variance in the quality of supplies can be explained by supplier development that is; Supplier training programs, Financial support, Technological transfer while 53.7% is explained by other factors. The quality of supplies at Delight Uganda Ltd. is affected by the quality of supplier development.

Table 4.12: Regression coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.396	.057		-6.995	.000
Supplier training programs	.757	.071	.701	10.643	.000
Financial support	.231	.096	.208	2.417	.017
Technological transfer	.109	.051	.092	2.132	.035

a. Dependent Variable: Quality of supplies

Source: Primary data, 2020

Table 4.12 shows the results of the model equations that were used to study the relationship between the study variables. The model coefficients indicate how much each variable affects the other. From the results, it is observed that dimensions of supplier development have a significant positive effect on the quality of supplies at Delight Uganda limited. For instance, a unit increase in supplier training programs contributes to 0.757 increase in the quality of supplies ($\beta=0.757$, $P\text{-value}<0.05$). This implies that if efforts are put to increase supplier training, there would be an observable increase in the quality of supplies. Furthermore, the study established that a unit increase in financial support to suppliers leads to 0.231 increase in the quality of supplies ($\beta=0.231$, $P\text{-value}<0.05$). This implies that any effort to enhance

financial support to suppliers will result into an increase in the quality of supplies. Lastly, the study established that a unit increase in technology transfer leads to 0.109 increase in the quality of supplies. Based on the data obtained, it is clear that an additional increase in supplier development results into an increase in the quality of supplies at Delight Uganda limited.

From the findings, the regression model developed is;

$$QS = -0.396 + 0.757ST + 0.231 FS + 0.109 TS + e$$

Where; QS is quality of supplies

ST is supplier training

FS is financial support

TS is technology transfer

e is standard error

CHAPTER FIVE

SUMMARY FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter provides summary of research finding, discussions, conclusions and recommendations related to the impact of supplier development on delivery quality at Delight Uganda Limited.

5.1 An overview of the findings

This subsection provides an overview of the results consistent with the specific objectives of the study

5.1.1 Effect of Supplier training programs on the quality of supplies at Delight Uganda limited

This study performed multiple regression analyzes to determine the impact of supplier training programs on delivery quality. The study found that supplier training programs have a significant positive impact on delivery quality. This has led the researchers to reject the hypothesis that supplier training has no impact on delivery quality and to believe that supplier training is actually beneficial for delivery quality.

5.1.2 The effect of financial support on the quality of supplies at Delight Uganda limited

The study looked at the effect of financial support on the quality of supplies. They found that giving financial support to suppliers makes supplies better. This led to the rejection of the idea that financial support has no effect on supplies. The alternative idea is that financial support makes supplies better.

5.1.3 The effect of Technological transfer on the quality of supplies at Delight Uganda limited.

The study looked at the impact of technology transfer on supply quality. The results show that technology transfer to suppliers has a significant positive impact on the quality of deliveries at Delight Uganda limited. Hence the null hypothesis which stated that technology transfer has no significant effect on supply quality, was rejected in favor of the alternative hypothesis.

5.2 Outcome Considerations

This section examines the provisions of the fourth chapter

5.2.1 Supplier training programs and quality of supplies at Delight Uganda limited

According to the findings, supplier training programs had a positive and significant impact on the quality of supplies at Delight Uganda Limited. The findings support Modi and Mabert (2007)'s contention that supplier training has a positive and significant impact on supply quality. The study found that supplier training programs through fieldworks enable suppliers achieve a deeper understanding of improvement areas. The findings are also in line with Kadir (2011) who contended that supplier training through fieldworks enable suppliers achieve a deeper understanding of improvement areas.

The evidence from the study indicated that workshop training provided to suppliers strengthens their relationship with Delight Uganda limited management. The findings are also consistent with the research of Kivite (2015) in Nairobi which revealed that workshop training provided to suppliers strengthened their relationship with the manufacturing firms. The study found that the seminar training provided to suppliers improves on their expertise and problem-solving skills. The findings are also in agreement with Adedokun (2017) who established that seminar training provided to suppliers improves on their expertise and problem-solving skills.

The survey found that supplier training programs through workshops help suppliers develop their capabilities, which improves supply quality. The findings support the findings of Matthyssens and Inemek (2012), who established that supplier training programs through workshops support the development of suppliers' capabilities, thereby improving supply quality. The study also looked at how supplier hands-on training improves supplier technical capability in key areas like quality and production process. The findings agree with Kivite (2015) who contended that through hands on training, the supplier is able to acquire skills and improve on their competence and also involving them in field work activities which in the long run benefit the buying firm.

5.2.2 Financial support and the quality of supplies at Delight Uganda limited

According to the regression results, financial assistance had a positive and significant impact on the quality of supplies at Delight Uganda Limited. Interestingly, these findings are consistent with those of Li et al. (2007), who evaluated the effects of financial assistance on the quality of supplies in Nigerian manufacturing firms. The study revealed that the operational capacity and loans given to suppliers by Delight Uganda limited company improves on the quality of supply. The findings agree with Wagner (2006) who contended that the operational capacity and loans given to suppliers improves on the quality of supply to firms.

The study established that the direct financial investment in equipment and tools of suppliers by Delight Uganda limited company enhances quality supply. In the study, it was found that financial support in the form of loans enables suppliers with financial difficulties to meet their obligations, improving supply quality. Wagner (2006) also supports the findings by asserting that financial support may be provided to specific suppliers who may be experiencing financial difficulties to enable them to meet their financial responsibilities.

Through direct investments into suppliers' equipment and tools, the study revealed that suppliers are better equipped to meet Delight Uganda Limited's requirements as a consequence of the financial support they receive. The findings are in accordance with Kivite (2015), who showed that direct investments in suppliers' equipment and tools enhance their capability and capacity to meet customer demands. The study also revealed that the down payments given to suppliers of Delight Uganda limited company improves on their ability to deliver high quality products. The findings are also in line with Adedokun et al. (2017) who sought that down payments given to suppliers of firms improved on their ability to deliver high quality products.

5.2.3 Technological transfer and the quality of supplies at Delight Uganda limited.

The study examined whether technological transfer had a significant positive effect on the quality of supplies at Delight Uganda Limited. The findings are consistent with those of Adedokun et al. Technological transfer has a significant and positive impact on quality performance of a company, according to (2017). The study revealed that suppliers are provided with technological support through skills development to improve their efficiency. Njoku, and Kalu (2015) argued in their study that suppliers who received technological support through skill development were more efficient in supplying goods.

The survey established that there is technical knowledge transfer and sharing between suppliers and Delight Uganda limited. The findings agree with Matthyssens and Inemek (2012) who contended that technological knowledge and sharing between the suppliers and customers help the buyer to increase their competitive advantage because the supplies that are supplied are of quality.

The findings indicated that respondents disagreed that technical support rendered to suppliers through new innovations increases their stock of new knowledge with in their team and this enhances quality of supply. This shows are no technological innovations at Delight Uganda

and this may affect the quality of supplies. The findings disagree with Ndanusa and Daniel (2020) who established that technical support rendered to suppliers through new innovations increases their stock of new knowledge with in their team and this enhances quality of supply.

The study found that technological support given to suppliers through knowledge sharing improves on their ability to supply good products at Delight Uganda Ltd. The findings are consistent with Newlands (2016) who sought that in his study that technological support given to suppliers through knowledge sharing improved on their ability to supply good products to manufacturing firms.

5.3 Conclusions

The study concludes that supplier development is so significant in enhancing the quality of supply at Delight Uganda manufacturing firm despite some hindrances. Firstly, it was learnt from the study that Supplier training programs are so instrumental in improving the quality of supply of Delight Uganda Ltd. For example, the study noted that Supplier training programs through fieldworks, workshops, and seminars have played a significant role in boost quality of supply

Secondly, the lesson learnt from the study is that financial support accorded to the suppliers of Delight Uganda Ltd is so significant in enhancing the quality of supply. For instance, the operational capacity and loans given to suppliers, direct financial investment in equipment and tools of suppliers, and down payments given to suppliers among others have been so instrumental to the suppliers to providing quality supplies.

Lastly, the study noted that technological transfer given to suppliers of Delight Uganda Ltd is instrumental in boosting the quality of supply. For example, technical knowledge transfers and sharing between suppliers and Delight Uganda limited is so important in communication between the two parties and this enables to improve on the quality of supplies.

5.4 Recommendations

According to the study, suppliers should receive more training to ensure better quality of supplies.

The study noted that Supplier training programs at Delight Uganda are conducted at a moderate extent thus leaving some gaps in the quality of products supplied. The training could be conducted both at the manufacturing plant and from their areas where they base to supply goods.

The study recommends that more workshop, seminars, and field work training should be provided to the suppliers of Delight manufacturing firm.

The study recommends that more financial support should be extended to the suppliers of Delight Uganda Ltd. The management should provide more loans and advances to their suppliers to enable them have the ability to supply good quality products.

The management of Delight Uganda should come up with new technological innovations that enable suppliers to be updated with the remaining stock, and some poor supplies. The study noted that some suppliers continue supply poor products despite some technology usage between the supplier and Delight Uganda Ltd.

5.4 Areas for further research

There is a need for further research, according to the study in other manufacturing firms which are implementing supplier development programs in order to get a broader picture on how the quality of supply is affected.

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APPENDIX 1. QUESTIONNAIRE

Dear respondent,

My name is **POULINE VICKY NAMAYE (18/U/GMBA/19377/PD)**, a student of **Kyambogo University** pursuing a master's degree in Business Administration majoring in Procurement. I am conducting research on the *Effect of Supplier development on the quality of supplies at Delight Uganda limited*. You have been selected to participate in the research by completing the questionnaire as per the instruction at the beginning of a given section. You are kindly requested to freely fill in the questionnaire. All your responses were to be kept confidential and for academic purpose only. Please endeavor to fill the questionnaire and return it to the researcher.

Instructions: Please tick the most appropriate view that approximately corresponds with your opinion.

Section A: Demographic Characteristic

1. What is your Gender? Female ☐ Male ☐

2. What is your age bracket?

18-24 years ☐ 25-31 years ☐ 32- 38 years ☐ 39 years and above ☐

3. What is your highest level of Education?

Certificate ☐ Diploma ☐ Bachelor's Degree ☐

Master's degree ☐ others specify _____

4. How long have you worked with Delight Uganda limited?

Less than 1 year ☐ 1-3 years ☐ 4-6 years ☐

7-9 years ☐ 10 years and above ☐

5. Which department do you work with in delight limited?

General Manager ☐ Finance ☐ Agronomy ☐ Production ☐

Marketing ☐

6. Do you have a company policy on supplier development and quality of supply?

Yes ☐ No ☐

7. How do you rate the level of commitment of the top management towards supplier development and quality of supply?

No commitment ☐ Low commitment ☐ sure ☐ mmitment ☐

Section B: Study Variable

1.1 Supplier Development

Use the following scale to rate your appropriate response. Tick in the space provided in the table.

1 = Strongly Disagree (SD) 2 = Disagree (D) 3 = Not sure (NS) 4 = Agree (A)

5 = Strongly Agree (SA)

No		SD	D	NS	A	SA
	Supplier training programs	1	2	3	4	5
S1	Supplier training programs through fieldworks enable suppliers achieve a deeper understanding of improvement areas					
S2	Workshop training provided to suppliers strengthens their relationship with Delight Uganda limited management					
S3	The seminar training provided to suppliers improves ontheir expertise and problem solving skills					
S4	Supplier training programs through workshops support the development of suppliers' capabilities which in turn enhances the quality of supplies					
S5	Supplier hands on training enhances supplier technical capability in terms of key competences such as quality and production process					
	Financial support					

F1	The operational capacity and loans given to suppliers by Delight Uganda limited company improves on the quality of supply					
F2	The direct financial investment in equipment and tools of suppliers by Delight Uganda limited company enhances quality supply					
	Financial support in form of loans extended to suppliers who experience financial difficulties empowers them to meet their financial obligations and this in turn improves on the quality of supply					
	The financial support rendered to suppliers through direct investment in their equipment and tools enhances their capability and capacity to cope with the requirements of Delight Uganda limited					
	The down payments given to suppliers of Delight Uganda limited company improves on their ability to deliver high quality products					
	Technological transfer					
T1	Suppliers are provided with technological support through skills development to improve on their efficiency					
T2	There is technical knowledge transfer and sharing between suppliers and Delight Uganda limited					
T3	Technical support rendered to suppliers through new innovations increases their stock of new knowledge with in their team and this enhances quality of supply					
T4	Technological support given to suppliers through knowledge sharing improves on their ability to supply good products					
T5	Supplier technical support in form of innovative ideas increases their consistence in supplying quality products					

1.2 Quality of supplies

Use the following scale to rate your appropriate response. Tick the space provided in the table.

1= Strongly Disagree (SD) 2=Disagree (D) 3= Not sure (NS) 4= Agree (A) 5= Strongly Agree (SA)

NO_		SD	D	NS	A	SA
	Conformance and Reliability	1	2	3	4	5
Q1	The supplies made by Delight Uganda Limited conform with the set quality standards					
Q2	The items supplied are long-lasting because they are of good quality and this in turn has improved performance of the company					
Q3	The suppliers are consistent with the quality of items supplied at Delight Uganda limited					
Q4	The supplier made at Delight Uganda Limited have improved probability of the company					
Q5	There is increased quality of suppliers due to effective supplier development programs					
Q6	Control of quality management programs has improved on the quality of supplies at Delight Uganda Ltd					
Q7	Supplier development has led to improvement in the added value from the supplier in question in terms of quality of the product or service offered					

THANK YOU

APPENDIX 2: INTERVIEW GUIDE

Dear respondent,

My name is **POULINE VICKY NAMAYE (18/U/GMBA/19377/PD)**, a student of **Kyambogo University** pursuing a master's degree in Business Administration majoring in Procurement. I am conducting research on the *Effect of Supplier development on the quality of supplies at Delight Uganda limited*. You have been identified as experienced and knowledgeable key resource personnel about what the study is investigating. The information obtained was strictly for academic purposes and treated with utmost confidentiality.

Designation.....Date.....

Signature.....

Questions

1. How long have you worked with Delight Uganda limited?
2. Do you provide supplier development programs in terms of: Supplier training; technological transfer; and financial support? (1) Yes (2) No
3. If yes, how have they helped in promoting the quality of supply, for instance, to what extent has supplier training, technological transfer, and financial support influenced the quality of supply in this company?
4. Do you have a policy on supplier development and quality supply? If yes, to what extent has it helped in enhancing quality of supply in relation to supplier development?
5. What is the level of commitment of the top management towards supplier development and quality of supply?
6. In addition, what are some of the challenges faced by the management in enhancing supplier development and quality of supply?
7. Lastly, what suggestions would you give on supplier development and quality of supply in this company?

Thank you for your time

APPENDIX 3: DELIGHT UGANDA PICTURES

