

**BINDURA UNIVERSITY OF SCIENCE EDUCATION**

**FACULTY OF COMMERCE**



**AN INVESTIGATION OF THE IMPACT OF SUPPLIER RELATIONSHIP  
MANAGEMENT ON PERFORMANCE OF FUEL ENERGY ORGANISATIONS**

**RESEARCH PROJECT**

**BY**

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**A DISSERTATION/THESIS SUBMITTED IN PARTIAL COMPLETION OF THE  
REQUIREMENTS FOR THE BACHELOR OF COMMERCE (HONS) DEGREE IN  
PURCHASING AND SUPPLY OF BINDURA UNIVERSITY OF SCIENCE  
EDUCATION FACULTY OF COMMERCE**

**MARCH 2022**

**RELEASE FORM**  
**BINDURA UNIVERSITY OF SCIENCE EDUCATION**

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Title of Dissertation: A case study of fuel energy businesses in Zimbabwe to examine the effects of supplier relationship management on organizational performance.

Graduation program: Honours in Purchasing and Supply from the Bachelor of Commerce

**Period:** 2022

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## **DEDICATION**

This study is in honour of my four dear brothers, my parents, and all of my loved ones and friends.

## **ABSTRACT**

The study looks into how Zimbabwean fuel energy organizations perform in relation to supplier relationship management. The research spans the years 2020 and 2021. The primary research issue stemmed from the fact that, despite having contractual agreements with suppliers, fuel energy organizations in Zimbabwe have lengthy lead times and unsatisfactory goods and services. A properly managed supplier relationship fosters positive change in the organisation that results in increased market share, profit maximisation and customer loyalty attained from the positive ethics that are brought about by an effective supplier relationship management hence leading to increased organisational performance.

Consequently, the contribution of specific supplier relationships that include arms-length or adversarial, tactical relationships, partnership collaboration relationships and strategic relationships has received relatively little direct attention from researchers. The total target population was twenty eight pupils at ZX Fuels and the questionnaires were distributed in person to ZX Fuels Procurement department as a way of collecting data. The statistical package for social science (SPSS) software version 16 was used to analyse the data and produce informative results. According to the research, fuel organizations in Zimbabwe can increase performance by managing relationships with their suppliers, and it was advised that the business should take supplier relationship management seriously in order to obtain high performance results. Additionally, it was advised that petroleum companies in Zimbabwe adopt policies for supplier relationship management and create explicit supplier development programs, as these actions have an impact on organizational performance, according to the study's findings.

## **ACKNOWLEDGEMENTS**

I acknowledge my supervisor, Dr Mutsvangwa for the guidance and continued dedicated throughout the research. He enabled me to develop an understanding of the subject. I would also like to express gratitude to my family, friends and fellow students for their support.

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# CHAPTER I

## **1.0 Introduction**

This chapter is going to look at the background of the study, statement of the problem, research objectives, significance of the study, research questions, assumptions, delimitations of the study and limitations to the study, and the definition of key terms, assumptions and abbreviations.

## **1.1 Background of the study**

Supplier relationship management is defined as strategically planning for, and managing, all interactions with third party organizations that supply goods or services to an organization in order to maximize the value of those interactions. Supplier relationship management involves creating more collaborative relationships with key suppliers in order to realize new value and reduce risk in the supply chain. Supplier relationship management according to Herrmann and Hodgson (2001) is defined as a process involved in managing preferred suppliers and finding new suppliers hence reducing costs, making procurement predictable and repeatable, and extracting the benefits of supplier partnerships.

Organizational performance is referred to how well an organization achieves its market oriented goals as well as financial goals according to Stanley (2001). Supplier relationship management has a major decrease of costs and the optimization of performance in the supply chain. Furthermore, supplier relationship management allows for firms to exploit the capabilities, expertise, technologies, and efficiencies of their suppliers on the global market leading to a more critical and comprehensive understanding of buyer-supplier relationships.

The objectives of supplier relationship management are to increase productivity and reduce inventory and cycle time, increase market share and profits for all members of the supply chain according to Maraka et al (2015). This investigation pursues to

establish the contribution of supplier segmentation and supplier development to the performance of petroleum enterprises in Zimbabwe.

## **1.2 Background of fuel energy organizations in Zimbabwe**

### **1.2.1 Zx Fuels (Private Limited)**

Zx Fuels Private Limited is a Zimbabwean firm founded in 2009 with a ZERA license to import and wholesale petroleum products across the country. ZX Fuels, an environmentally conscious firm with over 30 years of experience in the fuel market, owes its success to its clients who demand a high level of service and delivery accuracy. They have mastered the procurement and distribution of refined petroleum products downstream. The company has made considerable investments in its infrastructure to ensure that its distribution network in Zimbabwe is environmentally friendly, efficient, and effective. They currently have the capacity to hold up to 850,000 litres of goods at any given moment.

Furthermore, ZX FUELS has a dedicated fleet of 27 tankers that, in conjunction with carefully selected sub-contracted transporters, allows them to make single deliveries ranging from 1,000 to 40,000 litres, with a monthly capacity of up to 8,000,000 litres. All tankers have accurate discharge meters that have been professionally installed and calibrated. ZX Fuels, a dependable company, continues to expand its business and brand awareness by capitalizing on its reputation as a solid and dependable fuel supplier to Zimbabwe's various sectors.

### **1.2.2 Glow Petroleum (Private Limited)**

Glow Petroleum (Pvt) Ltd is a wholly owned subsidiary of Pickglow Trading (Pvt) Ltd which was founded in 2004 as an informal entity trading in fuel procurement and distribution. The holding company has grown over the years resulting in the registration of fully fledged subsidiaries namely: Glow Petroleum (Fuel), Pickglow Mining. The entity was formally registered in 2007.

Glow Petroleum is a fuel procurement and distribution company. It is an expert in fuel import and distribution. The host organization offers quite a number of products to its customers. These include petrol, diesel, illuminating paraffin, and lubricants.

The subsidiary that is currently holding the company afloat is the fuel division. This entity was registered on the 17<sup>th</sup> of May 2007. In line with adherence to company registration regulations Glow Petroleum is registered with the following ; Zimbabwe Revenue Authority (ZIMRA) ,the Companies Act (Chapter 24:03).

The core values of glow petroleum are corporate social responsibility, good corporate governance, stakeholder value, professionalism, accountability, integrity and positive ethics .The mission is thereby meeting clients’ needs by offering petroleum products at competitive prices with quality service whilst adhering to all national, regional and international regulations hence going further to finance continued growth and development of stakeholders.

### **1.2.3 Zuva Energy**

Zuva is a Zimbabwean company that was formed in 2010 and through our lineage we boast of more than 80 years of industry leading presence in this country. They are one of Africa’s leading integrated energy companies operating from Zimbabwe. Since coming into existence we have been driven by our people and their commitment to perform to the highest excellence and accountability standards. They achieve this by operating responsibly executing with diligence leveraging innovative technologies and continuously seeking new opportunities for sustainable growth.

Being one of Zimbabwe’s largest petroleum companies Zuva boasts of an extensive national footprint. We have over 80 retail service stations that continue to grow thanks to our robust franchising programme. The franchising initiative is part of their commitment to develop indigenous entrepreneurs by offering them an opportunity to manage and run service stations in the mainstream of economic activity.

Zuva is committed to playing a significant role in this noble endeavour and is focused on bringing cleaner fuel products into the market that work more proficiently with new vehicle engines designed to burn fuel more efficiently in a manner that enables lesser polluting emissions in line with modern world standards. The quest for lower combustive fuel emissions is a critical element of environmental preservation by the elimination of greenhouse gases. Their Low Sulphur Diesel (LSD) products are refined to meet the world’s most stringent requirements on combustive fuel emissions.

The diesel delivered daily to customers daily through their extensive network is of the highest quality and is consistent with the best world production standards.

Due to major investments in fuel blending, Zuva may legitimately claim to be the market leader in Zimbabwe in that area. Besides the obvious environmental benefits of this investment, their blending plants are set to significantly contribute to sustainable job creation as the envisaged growth in production volumes take effect. At retail level, Zuva offers a range of petrol grades to suit all customers' cars. This comes in two derivatives; their high performance fuel which enables cleaner engines and fuel economy among other benefits as well as standard performance fuel for normal economy run.

### **1.3 Statement of the Problem**

The relationship between supplier relationship management and its impact on organizational performance is an important area of interest in the business world today. A lot of the established firms focus mainly on the development of closer relationships with other organizations in pursuit for competitive advantage and improved market positioning. However, this has acted as a catalyst in need to develop better relationships with suppliers to enhance supply chain management performance because poor management of the relationships between the buyer and suppliers in the organisations has led to the downfall of business objectives that are set to be met.

A properly managed supplier relationship fosters positive change in the organisation that results in increased market share , profit maximisation and customer loyalty attained from the positive ethics that are brought about by an effective supplier relationship management hence leading to increased organisational performance .Consequently, the contribution of specific supplier relationships that include arms-length or adversarial, tactical relationships, partnership collaboration relationships and strategic relationships has received relatively little direct attention from researchers.



## **1.4 Research Objectives**

### **1.4.1 Overall objective**

To examine the effect of supplier relationship management on the organisational performance of fuel organisations in Zimbabwe

### **1.4.2. Specific objectives**

The study is guided by the following specific objectives:

1. To examine how supplier relationship management improves organisational performance in fuel energy organisations
2. To assess the type of relationship between the organisation and the suppliers in fuel organisations
3. To determine the whether supplier relationship management should continue to be pursued in achieving organisational performance of fuel energy organisations.

## **1.5 Research Questions**

1. How can supplier relationship management boost the effectiveness of fuel energy organizations?
2. What is the type of relationship between the organisation and its supplier's?
3. Should supplier relationship management be recommended in fuel organisations in order to improve the organisational performance?

## **1.6 Significance of the Study**

This study is vibrant because it will be used by a lot of shareholders, for example the students, company and the university.

### **1.6.1 To the student**

The study is vital to me as the investigator and other students because it is done in part of the Bachelor of Commerce Honours Degree in Purchasing and Supply.

### **1.6.2 To fuel organisations in Zimbabwe**

The study wills to upkeep the supply chain departments of fuel companies in Zimbabwe to identify various measures to implement on their organizational performance.

### **1.7 Delimitations of the study**

The reading will explain the impact of supplier relationship management on organizational performance, with a detailed view on fuel energy organisations in Zimbabwe

### **1.8 Limitations of the study**

1. Limited access to information:

This was owing to organizational policies and protocols. This constraint was overcome by using a case study for fuel organisations in Zimbabwe

### **1.9 Definition of key terms**

**Procurement** is the process in which private or public organizations buy supplies or services to fulfil various functions such as shelter, transport and need for infrastructure among others according to Talluri (2008).

**Supply chain management** is a network of relationships within a firm and between inter dependent organizations and business units consisting of material suppliers, purchasing, production facilities, logistics, marketing, and related systems that facilitate the forward and reverse flow of materials, services, finances and information from the original producer to final customer with the benefits of adding value, maximizing profitability through efficiencies, and achieving customer satisfaction according to Stock and Boyer (2009).

**Organizational performance** is defined as the success or fulfilment of organization at the end of the project as intended. Organizational performance involves analysing a company's performance against its objectives and goals. In other words, organizational performance comprises real results or outputs compared with intended outputs.

**Supplier relationship management** is the relationship formed between a buyer and supplier, subject to the importance of the goods or services being purchased and supplied to the organisation.

**Supplier development** is an organized program to improve the capability of suppliers through sharing ideas with suppliers working collaboratively together.

### **Definition of supplier relationships**

#### **Adversarial Relationship**

This is one way both the buyer and the seller seek to maximize their position in any given supply opportunity, even to the detriment of the other party or parties.

These relationships are characterized by conflicts, opposition and a very low level of trust.

#### **Arm's Length Relationship**

This type of relationship is one way a buyer buys infrequently from a supplier and does not have high volumes and the need for a closer relationship. No matter how good the supplier is, there is no point (for the buyer) in getting into a closer relationship. The supplier is used when needed.

#### **Transactional Relationship**

Transactional relationship focuses on the successful completion of ordinary transactions which deliver low value, low risk goods and services to the buyer from a competent supplier. Successful completion of these transactions makes our business sticky; being adversarial here could cause pain for the buyer.

#### **Closer – tactical Relationship**

Closer tactical is one with a competent supplier who focuses on the successful completion of low risk transaction and coordinates the supply of low risk goods and services from other (second tier) suppliers. The benefit is worth the investment in time upstream and downstream but the real close relationship could not meet the buyer's needs.

### **Single- sourced Relationship**

This is a relationship where a purchasing organization forms an exclusive agreement with one supplier for the supply of a range of specific items, usually at a fixed unit price and for a specific period. This relationship gives economics of scale benefits to both the buyer and seller.

### **Outsourcing**

It involves the retention of responsibility for services by the purchasing organization, but the devolution of the day to day performance of these services to an external organization, under a contract with agreed standards, cost and conditions.

This is a strategic decision to utilize the expertise of the supplier rather than perform the services or make the goods ourselves.

### **Strategic alliance Relationship**

This is a relationship between one between two organizations who work together for the provision of goods and services to their own mutual benefits. The organizations may ally themselves for all or party of their service or product portfolio, a given geographical area, a given market or for defensive reasons.

Buyers may be part of an alliance. However they may also face an alliance and in some cases they may not be aware that they are facing an alliance.

### **Partnership Relationship**

This is a commitment between a buyer and a supplier to a long term relationship based on trust and clear mutual agreed objectives. Sharing risks and rewards is fundamental through the common goals of increasing capital base, sharing responsibilities, continuous improvement, an improved competitive position and eliminates waste. Many organizations talk about partnerships but living up to the partnership definition is not as easy as defining it.

### **Co-destiny Relationship**

This is a strategic relationship where the organizations involved choose to share common destinies in all aspects to their business for mutual benefit. The relationship relies on total trust and both organizations become fully independent and as such they succeed or fail together.

Organizations may be supply chain partners or members of the supplier association. All will invest and succeed or fail together. The most successful relationships are those where customers and suppliers develop trust and understanding of their respective requirements and interest, accompanied by a concern for both learning reform and provide assistance for each other.

Where such conditions exist, the ultimate outcome should be the creation of established and dependable purchase supplier relationships. Such relationships are the basis networks and provide competitive advantage for both parties.

### **1.10 Advantages of Supplier Relationship Management**

The reduction of costs and the enhancement of performance are how Caeldries (2008) frames the benefits of supplier relationship management. Lessening costs and lead times are two of supplier relationship management's key benefits. The benefits of supplier relationship management, according to Fan et al. (2013), also include lower prices, higher quality, and relationships with the organization's suppliers that are mutually beneficial. According to Roushdy et al. (2015), supplier relationship management has an impact on a variety of areas, including details of the product, quality, and delivery times flexibility. According to Roushdy et al. (2015), managing suppliers effectively has benefits including lowered costs, risks, and lead times. They also acknowledge that supplier relationship management strengthens and expands the association's supplier base. The supplier plays a critical role in the organization's performance.

### **1.11 Problems of executing supplier relationship management**

Most organisations need plainly characterized goals and obligations according to Mary et al (2012). Most authoritative stakeholders don't perceive their job in supplier relationship management or the importance of supplier relationship management goals in their positions. Likewise According to Mary et al. (2012), there may be a lack of resources for supplier relationship management since there has to be enough hired people to complete the duties of supplier relationship management. Additionally, in order to implement supplier relationship management drives, specific staff traits and skills are required. These staff traits and skills are required by the great majority of firms. Another issue found in Mary et al's review is the need for sustained senior administration support (2012).

## **1.12 Chapter Summary**

This subdivision observed the background of the study, the statement of the problem, aim of the study, objectives, the research questions, delimitations and limitations and the definition of terms with also a detailed view on the advantages and disadvantages of effective supplier relationship management.

## **CHAPTER II**

### **2.0 LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter will basically cover the related literature and provide an analysis of similarities and differences of ideologies suggested by various authors. Furthermore this chapter will enable the research to identify gaps on the impact of supplier relationship management on the organisational performance of fuel energy organisations in Zimbabwe. Gwimbi and Dirwai (2003) defined literature review as “the extraction and contextualization of relevant knowledge from published works.”

#### **2.2 Theoretical Framework**

According to Luitukangas (2006), the focus of supplier relationship management varies based on the level of analysis. One theory cannot encompass all of the viewpoints found in supplier relationship management research; hence many theories must be used when integrating supplier relationship management research to organizational theory. Five alternative ideas are examined in this study to see if supplier relationship management research can be applied to them.

##### **2.2.1 Commitment Trust Theory**

This theory was primarily researched by Robert M. Morgan & Shelby D. Hunt (1994). For a commitment trust theory of relationship to exist there two key elements, trust and responsibility, should exist for a relationship to find successful. This theory was referenced by Annekie Brink and Adele Berndt in their book "Relationship Showcasing and Customer Relationship Management". Relationship marketing includes framing bonds with suppliers by addressing their requirements and respecting responsibilities. Instead of pursuing monetary benefits, organizations following the standards of relationship marketing should foster dependable bonds with their suppliers. Suppliers trust these organizations as a result, and the two parties are able to

meet their needs thanks to their mutual commitment. When two people are in a relationship, trust is the belief that the other person won't do anything harmful or risky.

Organizations foster trust by remaining behind their guarantees. Responsibility includes a long-term want to keep an esteemed organization. A series of relationship-building activities are used by the company to demonstrate its responsibility to its suppliers. The results of a relationship based on trust and accountability are mutually accepted ways of acting that enable the two participants to meet their needs. Customers feel valued in addition to receiving the goods they have paid for.

### **2.2.2 Transactional Cost Economics Model (TCE)**

This paradigm, which focuses on minimizing the organization's transactional and production costs, was pioneered by Coase and Williamson (1979). The transaction cost economics model identifies the organization's boundaries since it influences how the firm organizes its activities, such as whether to go vertical or use market exchange. According to the model, the most essential aspect in deciding whether or not to employ supplier relationship management is a company's governance efficiency. Supplier relationship management is only effective if it offers value to the market and hierarchy options. According to the model, high transaction frequency, mutual dependence, the ability to share risk, and the capacity for information exchange are the driving forces behind the development of supplier relationship management.

Analysis of transaction cost economic models is helpful in relationship studies because it clarifies the factors that cause suppliers and customers to develop stronger relationships. Their theoretical argument was based on a model which posits that the development of a closer relationship is associated with a shift away from market-based commerce and toward bilateral regulation. The model does not account for power inequalities in business relationships. The features of a relationship, according to them, define the type of connection that is formed. Connection management that is tailored to the type of relationship reduces transaction costs, and the type of relationship is impacted by transaction costs.



### **2.2.3 Supplier categorization (ABC Approach)**

Olsen & Ellram (1997) advise using a portfolio strategy to categorize suppliers and thereby aid in supplier relationship management. Under the portfolio strategy, close ties are developed with suppliers of crucial parts or components, while transactional ties are sufficient with non-strategic suppliers. The approach is considered to be useful for suggesting how to handle different suppliers and can be an important factor in supplier management decision-making. The ABC method is a well-known method for classifying suppliers. This approach can be used to regulate the management of suppliers; for instance, A-suppliers should be treated differently from C-suppliers. Although the aforementioned authors support the strategy, it is unknown how much Zimbabwean fuel energy companies actually use it.

### **2.2.4 Supplier Development**

According to Chavhan (2012), supplier development refers to a company's dedication to creating and maintaining a network of qualified suppliers. Finding new sources of supply when there are none is the main goal here. Supplier development is a long-term collaborative effort between a buying organization and its suppliers to increase the suppliers' technical, quality, delivery, and cost capabilities while also encouraging continuous improvement (Chavhan 2012). According to Chavhan (2012), supplier development has four steps processes that are; assessing suppliers' preparedness for change, building commitment through collaboration, implementing system-wide changes, transitioning out of the suppliers' organization, and establishing follow-up and recognition systems.

The primary goals of a supplier development program, according to Chavhan (2012), are two. The first is to attempt and lessen the supplier's issues by immediately changing the supplier's operations, and the second is to try and increase the supplier's potential so that the supplier can make his or her own improvements (Chavhan, 2012). Numerous supplier development initiatives are focused on resolving certain supplier problems. These goal-driven techniques will raise the cost and ability of their providers.

Similar to this, Scacchitti (2011) asserts that allocating resources in a planned and effective manner based on the best connection with certain suppliers can result in more continuous supplier performance, innovation, and lower total costs. On the basis

of the buyer's resource engagement factors such as personal, capital, and time, Sanchez, Hemsworth, and Martinez (2005) divided supplier development operations into three stages. Basic supplier development -basically, this will involve evaluating suppliers and providing feedback to them. The value of supplier qualification outweighs that of supplier certification (Sanchez et al. 2005). With standardized parts and a smaller supplier base, there will be fewer suppliers and a higher volume of business.

### **2.3 Empirical literature**

Under the empirical literature are the examinations that were made by different authors and were distributed. These incorporate for the most parts of the studies and reviews.

#### **2.3.1 Main Objective**

Empirical evidence is the information obtained through observation and documentation of certain behaviour and patterns or through an experiment. Empirical evidence is a quintessential part of the scientific method of research that is applicable in many disciplines. The major objective is that Empirical evidence is a quintessential part of the scientific method of research that is applicable in many disciplines. In the scientific method, the pieces of empirical evidence are used to validate or disprove a stated hypothesis. It is used to test if a statement regarding a population parameter is correct and in this case fuel organisations were researched using questionnaires as data collection methods.

Effective supplier relationships are built on the foundations of trust, commitment, communication, and joint goals. These elements have a favourable impact on the performance of the organization. They do not just improve efficiency and save costs by collaborating with suppliers, but they also strengthen the supplier's involvement in the organization's overall strategy as this was suggested by Wangezi (2013).

Manufacturing enterprises in Zimbabwe were the subject of a transactional relationship study. Chari (2016) conducted a study on the impact of supplier relationship management on manufacturing enterprises' competitiveness in Zimbabwe.

Transactional relationships, according to the author, are vital for improving organizational competitiveness by refining supplier responsiveness, sustainability, and lowering procurement costs in bread manufacturing organizations. It was suggested that transactional interactions, which focus solely on price, provide a competitive edge to the bakery manufacturing sector. He went on to say that strategic alliances relationships with suppliers were found to be positively contributing to organizational performance because there is institutional trust with select suppliers who supply strategic items, allowing the procurer and the supplier to achieve a fair price. He also said that strategic alliances relationships with suppliers had led to better output in manufacturing industries.

Another investigation of partnership relationships was done by Roushdy et al (2015). Their investigation was titled "Investigating the Impact of Supplier Relationship Management on Company Performance: A Multiple Case Study Method on Manufacturing Companies in Egypt." The results show that regular meetings and close relationships with suppliers can encourage the sharing and flow of knowledge, enhancing operations and performance. Suppliers are essential to the success of the business. A very well supplier relationship results in more customer satisfaction, reduced costs, better quality, and good service from the supplier, claim Roushdy et al. (2015).

Moreover maintaining good relations with a supplier should be as important to a contract administrator as getting the best price. A good buyer-seller relationship is a partnership, a win-win situation over the long run. A supplier who is handled with respect, honesty, and fairness will offer a high-quality product at a competitive price, give excellent service, and respond quickly to emergency situations and unique requests. A responsive supplier is beneficial to the entire company (Roushdy et al, 2015).

Wangeci (2013) investigated the alcoholic beverage industry's supplier relationship management and supply chain performance in Kenya in 2013. The study's particular aims were to assess the scope of supplier relationship management in the alcoholic beverage industry, the influence of supplier relationship management on supply chain performance in the alcoholic beverage industry in Kenya, and the problems faced in adopting supplier relationship management in the alcoholic beverage business in

Kenya. To describe the influence of supplier relationship management on organizational performance, the study used a descriptive design. Procurement workers from the alcoholic beverage industry were the target population and sample. The associations between the variables were determined using regression analysis. According to the findings, companies in the alcoholic beverage industry are forming collaborative connections with their suppliers in order to improve supply chain performance.

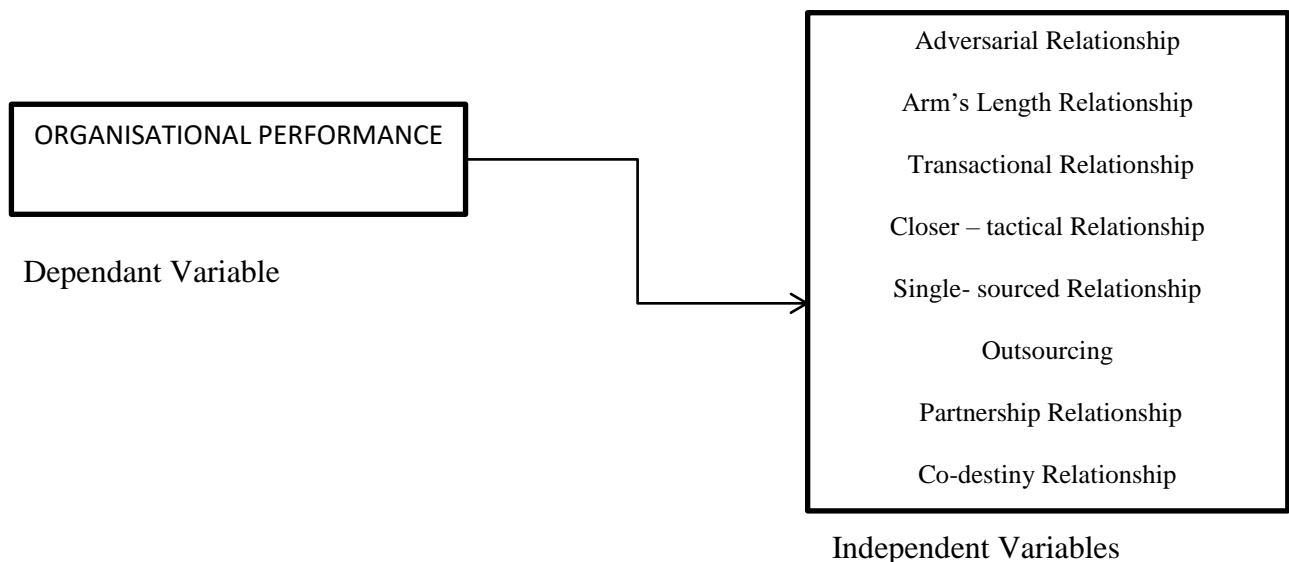
Mwirigi (2011) in his research intended to determine the significance of supply chain ties in the success of small businesses in Kenya. The study's target demographic was small businesses that were FAULU Kenya loan clients. The study looked at a variety of ties in order to better understand the role of supply chain relationships among respondent organizations. According to the findings, supply chain ties are crucial to the growth of small businesses. They contribute to these companies' growth and profitability in a variety of ways. The findings of this study revealed that a strong, long-term relationship between a company and its consumers on the one hand, and its suppliers on the other, has an effect on the profitability and speed of transactions. According to the research, creating supply chain alliances needs to be done more methodically in order to enhance its role in small business growth.

A study on the effect of supplier relationship management on the competitive performance of manufacturing enterprises was undertaken by Ghaith, Abdallah, and Hamdan in 2014. Supplier quality improvement, trust-based relationships with suppliers, supplier lead time reduction, supplier cooperation in new product development, and supplier partnership or supplier development were all used to quantify supplier relationship management in this study. Competitor performance is also evaluated using the following criteria: price, durability, adaptability, distribution, and on-time product launch. The study's findings showed a correlation between the competitive performance of the buyer's firm and two supplier relationship management strategies: supplier collaboration or supplier development and supplier time delivery reduction. The former demonstrates how the supplier organization has modified its procedures and attempts in order to satisfy the buying organization's technical requirements, as well as its needs for quality, affordability, flexibility, and other factors.

Tangus (2015) investigated the impact of supplier relationship management practices on manufacturing firm performance in Kenya's Kisumu County. Trust is a vital aspect in developing commitment among supply chain participants, according to her research. She also discovered that the presence of trust increases the likelihood of a good supply chain performance by a significant amount. As transaction expenses (verification, inspections, and certifications of their trade partners) rise, a lack of confidence among supply chain partners often leads to wasteful and unproductive performance. Despite the fact that the literature frequently indicated a link between trust and commitment, there was no empirical evidence of such a link in the supply environment. The goal of the research was to bridge the gap between theoretical arguments and empirical testing.

#### 2.4 Conceptual Framework

A conceptual framework is used in a research paper to explain the key concepts or variables and the relationships between them that need to be studied. Conceptual framework is the way ideas are organised to achieve a research project's purpose and explanation is the most common method employed.



In fig 1. Above, the dependant variable is organisational performance. Since dependent variables are stated to be dependent on other variables and values, the word "dependent variable" is self-explanatory. In model, the dependent variable is a result of changes in another variable, which in this case are the many kinds of supplier relationships that fuel energy organizations have. The better the relationship between a buyer and supply will stimulate the effectiveness of organisational performance in firms. Organisational performance can be measured through sales, market share, profit and the productivity of the output from capital invested in the organisation.

Nevertheless, the model is also suitable for exploratory research. This often consists of broadly defined concepts instead of specifically defined variables. In this type of research, the specific relationships are identified afterwards and the variables are directly measurable and formulated fairly concretely.

## **2.5 Gap Analysis**

It really is crucial to look into how supplier relationship management affects organizational performance. Few studies have examined the connection between supplier relationships and organizational performance, with the bulk concentrating on supplier relationships and competitive advantage. With this study, the researcher will advance the field of research by concentrating on the fuel energy sector in Zimbabwe

## **2.6 Chapter Summary**

In this chapter, significant sources of literature on the effect of supplier relationship management on organizational performance were reviewed. This chapter examines supplier relationship management and discusses some of the models and theories that could be applied to those factors. Also, the conceptual framework is detailed which outlines the dependant and independent variables. In this case, organisational performance is the dependent variable being affected by the type of supplier relationships. The research approach utilized to obtain information for conclusions on the impact of supplier relationship management on organizational performance will be explained in the following chapter.

## **CHAPTER III**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter is mostly focused with the study's research methods. It provides an explanation of the researcher's research design. It also provides a framework for the study's population and sample procedures. The specific samples being researched in this case are the fuel energy organisations in Zimbabwe .This covers the procedures used to ensure that the research findings are both genuine and authentic. The data collection instruments and the presentation procedure were also discussed. Because it is the department that interacts with suppliers the most, the supply chain sector at the fuel energy organizations is covered in the data collection process.

#### **3.1 Research Design**

According to Cooper and Schindler (2014), a research design is a plan and structure used by researchers to conduct an investigation and get answers concerning research questions under study. A descriptive research design was used to carry out the investigation. A pilot study served as the foundation for the research strategy so that fuel organizations could contribute first-hand knowledge. The researcher used a descriptive study approach because it allowed oneself to see how employees felt about how supplier relationship management affected the operation of fuel energy companies.

#### **3.2 Descriptive Research**

The descriptive study approach was used to show the relationship between two variables and to gain a general understanding of the problem. It was used in the study to show how supplier relationship management and organizational performance are related. Qualitative and quantitative researches are linked by the descriptive research

methodology. However, if a researcher doesn't understand how it works, they might abuse it. It is necessary to have a solid understanding of descriptive research design.

### 3.3 Population

The population of this study comprises of the total population of the fuel energy organizations' staff that are directly linked to supply chain that is procurement, stores and logistics department. A total population of 30 is being used to get a sample

### 3.4 Sample size

According to Braun and Clarke, (2006) a typical sample size is the quantity of investigation in a subset of the population under study. Yamane equation was used to create the sample size.

Below is Yamane equation;

$$\text{The Yamane equation is } n = \frac{N}{1+Ne^2} \quad \text{Where } n = \text{Sample size}$$

N= Population size  
e = Margin of error

*Source: Yamane, (1967)*

Using the formula  $N / (1+Ne^2)$  the sample size equals  $30 / [1+30 \times (0.05)^2] = 28$  respondents. These respondents determined by the sample size formula were selected from the targeted population using sampling procedures.

### 3.5 Sampling technique

Purposive sampling

The researcher targeted the procurement departments since they are the people involved with the purchasing of organizational requirements and are able to give information on procurement activities with their suppliers than other staff members from different functions of the organization.

### 3.6 Research instruments

There are various major research instruments that can be used to collect primary data which are observations, surveys and experiments. The researcher opted for questionnaires.



### **3.6.1 Survey Techniques**

Questionnaires and interviews will be used to collect primary data on the impact of supplier relationship management on the competitive performance of manufacturing industries.

### **3.6.2 Questionnaires**

According to Sanders et al (2000) ,a questionnaire as a general term that includes all techniques of data collection in which each person is then asked to answer the questions that are in a predetermined order. Questions maybe open -ended or closed-ended. Open-ended questions require the respondent to answer in his or her own words whereas closed-ended questions do not ask for the respondent's opinion. In this research both open-ended and closed-ended questions will be used. Questionnaires form a permanent record which can always be referred to. They can also give the respondents more time to consider their responses and they also assure confidentiality by not writing their names and this will ensure more honest responses.

However, the questionnaire only works given to literate people, those who can read and write. The sample being studied includes the literate. Also with the questionnaire there is a risk of it not being returned to the researcher. A questionnaire may also leave out some important information, in other words, there is no room for probing to clarify ambiguous answers.

### **3.7 Data collection procedure**

The researcher will design a questionnaire that will seek to acquire more knowledge from respondents that will answer the question of how buyer-supplier relationships are executed. The instrument will be distributed to respondents so that they provide potential answers to the study. Enough time will be given to enable respondents to answer the questionnaire. When the time is up the questionnaires will be collected and recording and analysis of the gathered information will be done so that detailed answer to the problem will be built. Questionnaire distribution will be done by hand.

### **3.8 Data Validity and Reliability**

According to A Poryman, E Bell (2003:33), validity involves an assessment of the research methods used in the collection of data to find out if they effectively measure

what they are supposed to measure. The instruments which am going to use are reliable and applicable to this research .The researcher will try to improve validity by designing specific and appropriate questions that will embrace the area under study.

In testing reliability some questions will be sent to various respondents twice and any variation resulting will be carefully analyzed to draw out the most appropriate conclusion. The researcher will be involved in checking omissions, incompleteness, illegibility and obvious inconsistencies.

### **3.9 Data Presentation and Analysis**

The researcher will construct the responses from the respondents in a way that will be easy to interpret by checking and adjusting for errors and omissions. The responses will be compiled on the tables, graphs and pie charts.

#### **Statistical Package for the Social Sciences (SPSS)**

Statistical Package for the Social Sciences is what SPSS stands for. It is a tool from IBM. In 1968, this tool was initially introduced. There is only one software set here. The primary purpose of this software is data statistical analysis. SPSS is primarily utilized by market researchers, health researchers, survey firms, education researchers, government, marketing organizations, data miners, and many others in the fields of healthcare, marketing, and educational research. It offers data analysis for group identification, numerical outcome forecasting, and descriptive statistics. To manage data effectively, this software also offers tools for data processing, charting, and direct marketing. In conclusion, the key message is that Excel still provides a good way to organize data but SPSS is better suited for in-depth data analysis, the processing and visualization of data can both benefit greatly from this tool.

#### **Cronbach's alpha**

By comparing the amount of shared variation, or covariance, among the items that make up an instrument to the amount of overall variance, Cronbach's alpha is a method for evaluating reliability through SPSS. According to the theory, there should be a high degree of correlation among the items in relation to the variance if the instrument is reliable. The average of all potential split-half reliabilities corresponds to Cronbach's alpha. Cronbach's alpha may be calculated by the majority of statistics

software programs now in use. Examining the Cronbach's alpha after a specific item is eliminated is frequently useful. An item may not belong in the measure if Cronbach's alpha increases noticeably after it is removed.

### **3.10 Chapter Summary**

This chapter has discussed the methodology which was used to collect data on the impact of supplier relationship management on the organizational performance of manufacturing industries. The chapter discussed the research design, research instruments techniques, sampling method, and sample selection, method of data collection and data analysis as well as validity and reliability of the study. The researcher continues to employ questionnaires as the research method that was used to obtain from fuel energy organizations and this data was analyzed through Statistical Package for the Social Sciences (SPSS).

## CHAPTER IV

### DATA PRESENTATIONS, ANALYSIS AND DISCUSSION

#### 4.0 Introduction

The study's discussion, analysis, and presentation of data were all covered in this part.

#### 4.1 Response rate

The response rate to emails sent to the chosen sample is shown in table 4.1 below.

**Table 4. 2: Questionnaire Response Rate**

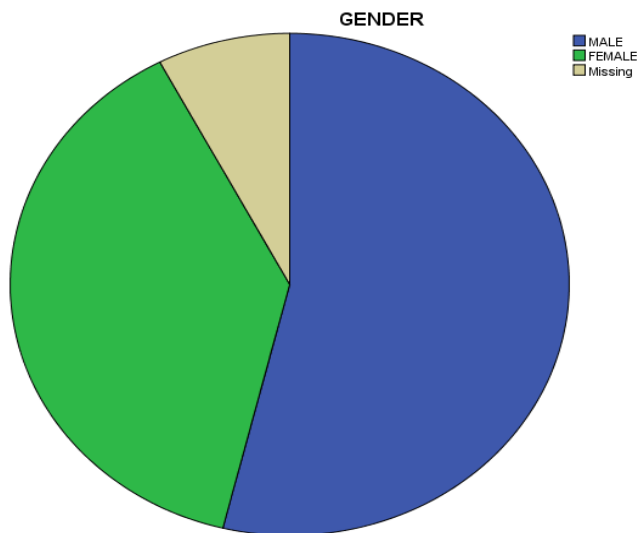
Distributed	28	<b>100%</b>
Returned	24	<b>86%</b>

**Source: Primary data, (2022)**

Table 4.1 above shows that out of 28 questionnaires which were distributed to the population under study at ZX Fuels, only 24 questionnaires were successfully completed and returned to the researcher in time. Therefore, this implies that the response rate was good at 86%. This is in line with Saunders (2009) who put forward that for a sample size of 20 and below, a 50% response rate is good. In this study, the response rate is more than the response rate prescribed threshold which means the response is satisfactory to come up with reliable findings.

#### 4.2 Demographic Information

**Figure 4.1 show the results on gender of respondents**

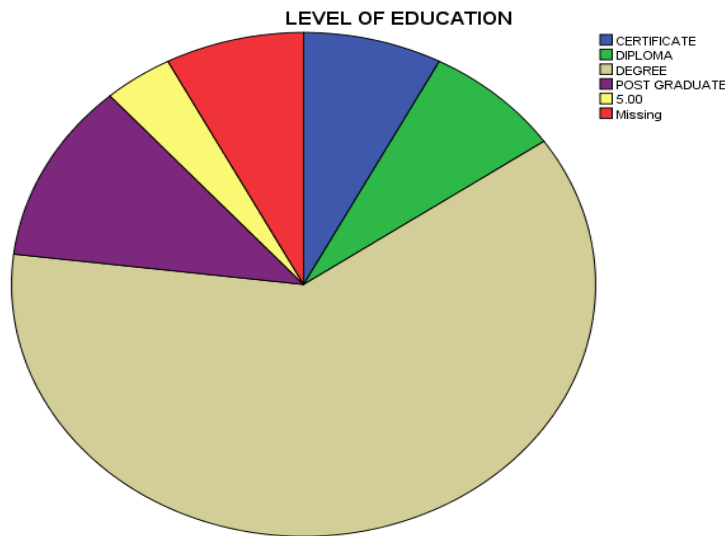


n=24. **Source:** Primary data (2022)

IBM SPSS v 22

Figure 4.1 above shows the findings on gender of respondents at ZX Fuels working in supply chain of the organization. The findings show that there is an unbalanced gender distribution of respondents where males are more than females. Figure 4.1 show that female respondents had a composition of 44% whilst male respondents had a composition of 56%. Therefore, an unbalance gender distribution of male and female respondents means that supply chain departments of fuel energy organization are dominated by male employees regardless the fact that generally the population of Zimbabwe has more women than men.

**Figure 4.2 show the results on qualifications of respondents**

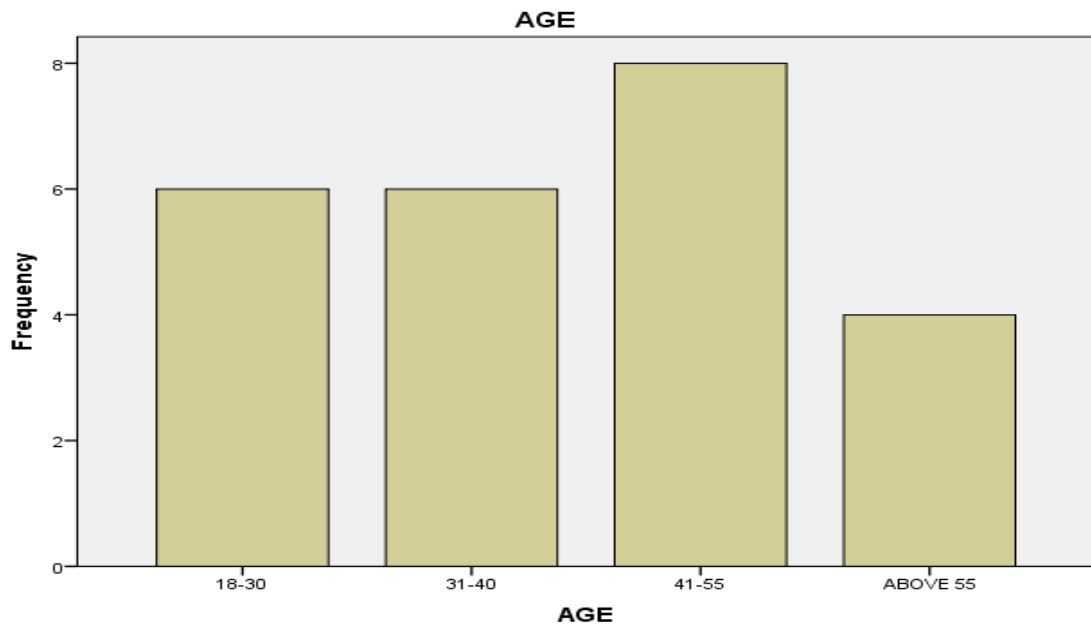


n=24. **Source:** Primary data (2022)

IBM SPSS v22

Figure 4.2 above shows the findings on level of education of respondents at ZX Fuels. It is shown that 58% of respondents are undergraduate degree holders, 18% of respondents have post graduate, 12% of respondents have a certificate in purchasing and supply chain and 12% of respondents hold of diploma respectively. Therefore, the results shown on figure 4.2 agree with the high literacy level in Zimbabwe. For that reason, the high literacy level of respondents ensures that many respondents understand the nature of the study problem. This is in line with Joppe (2000) who suggests that, during the research process, respondents with an understanding on the study problem support the researcher in gathering dependable and correct data.

**Figure 4.3 shows the results on age of respondent**



n=24. **Source:** Primary data (2022)

IBM SPSS v22

From the composition of the workforce, 50% of the respondents at ZX Fuels who are active in supplier relationship management are clustered at the age of 18-35 and 31-40 years of age. This illustrates that the company has many younger workforces which are easily to adapt to changes and dynamics. 33% of the respondents are clustered in 41-55 age group and 17% are above 55 years of age. The results show that the industry is filled with matured and well experienced personnel which ensure that supplier relationship issues are handled in the right manner.

### 4.3 Supplier relationship management (SRM)

**Table 4.2: Supplier relationship management (SRM)**

#### Graphic Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
SUPPLIER RELATIONSHIP	24	2.00	5.00	4.0417	.90790
SUPPLIER DEVELOPMENT	24	1.00	5.00	3.9583	1.16018
TRUST BETWEEN SUPPLIERS	24	1.00	5.00	3.9583	.99909
SRM CONTINUATION	24	1.00	5.00	4.0417	1.12208
Valid N (leastwise)	24				

n=24. **Source:** Primary data (2022)

IBM SPSS v 22

The means and standard deviations that are shown on table 4.1 above are the responses pertaining to supplier relationship management in the fuel energy industry. The mean was used because it is the most commonly used mathematical measure of average whilst standard deviation is a measure of how spread out a data set is.

The mean of supplier relationship management on improving organizational performance =4.0417 and the standard deviation = 0.90790. The results mean that the respondents strongly agree that for the organization to improve performance in terms of profit, there is need for supplier relationship management. Again, the mean of supplier relationship management continuation to achieve organizational performance= 4.0417 and a standard deviation of 1.12208. The results indicate that respondents strongly agree that supplier relationship management should continue to be pursued in achieving organizational performance of fuel energy organizations

Also the means of supplier development and trust between suppliers and the organization is 3.9583 and standard deviation of 1.1608 and 0.99909 respectively. These results show that the respondents agree that trust between supplier and the organization and supplier development result into improved organizational performance for fuel energy organization.

#### 4.4 Types of relationship with suppliers of the organization

**Table 4. 3: Types of relationship with suppliers of the organization**

##### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
ARMS LENGTH RELATIONSHIP	24	1.00	4.00	1.6667	.86811
CLOSER TACTICAL RELATIONSHIP	24	1.00	4.00	1.7500	1.07339
TRANSACTIONAL RELATIONSHIP	24	1.00	5.00	2.2917	1.36666
OUTSOURCING RELATIONSHIP	24	3.00	5.00	4.0417	.69025
CO-DESTINY RELATIONSHIP	24	3.00	5.00	4.4167	.65386
Valid N (leastwise)	24				

n=24. **Source:** Primary data (2022)



The mean of arm’s length relationship, closer tactical relationship, are 1.6667 and 1.7500 and the standard deviations are 0.86811 and 1.07339 respectively. These results show that the respondents strongly disagree that, arm’s length and closer tactical relationships are being employed within the fuel energy industry. Again the mean of transactional relationship = 2.2917 and standard deviation =1.36666. The result shows that the responds disagree that fuel energy organization employ a transactional relationship with their organization.

Also the mean of Outsourcing relationship = 4.0417 and the standard deviation 0.69025 and the mean of co-destiny relationship =4.4167 and standard deviation = 0.65386. The results show that the respondents strongly agree that fuel energy organization employ a co- destiny and a Outsourcing relationship as their buyer supplier relationship. The respondents indicated that the organization employed these two types of relationships to manage its organizational performance.

**4.5 How performance is measured as a dependent variable**

**Table 4.4: How performance is measured as a dependant variable**

**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
SALES	24	1.00	5.00	3.4167	1.24819
PROFIT	24	1.00	5.00	4.3333	1.00722
MARKET SHARE	24	1.00	5.00	3.9167	1.01795
OUTPUT OR PRODUCTIVITY	24	1.00	5.00	2.7917	1.53167
Valid N (leastwise)	24				

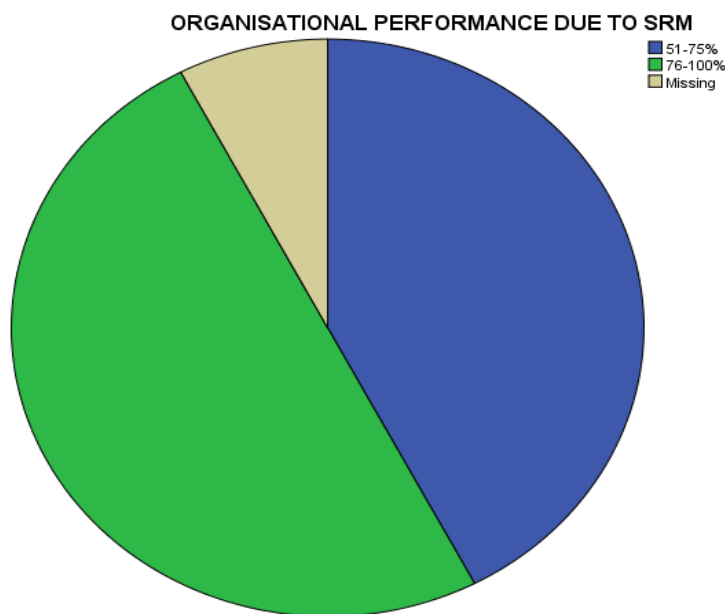
n=24. **Source:** Primary data (2022)

Profit is the best indicator of organizational performance, according to the respondents' responses to the survey questions. This is show by the mean of profit = 4.3333 and a standard deviation of 1.00722 which means that the respondents strongly agree that profit is a measure of organizational performance as a result of a good

supplier relationship management. Again the respondents indicated that sales and market share are also a measure of organizational performance for fuel energy organisations. This is shown by the mean and standard deviation as follows, mean of sales and market share = 3.4167 and 3.9167 and standard deviation 1.24819 and 1.01795 respectively. The respondents agree that sales and market share are a measure for performance.

Also the results shown that, output or productivity is not an actual measure for performance as a result of supplier relationship management. This is shown by a mean of 2.7917 and a standard deviation of 1.53167. This mean indicates that the respondents disagree that output or productivity is a measure of performance as a result of supplier relationship management.

**Figure 4.4 show the results on organizational performance due to SRM**



n=24. **Source:** Primary data (2022)

IBM SPSS v 22

100% of the respondents scored more than 50% on rating how much supplier relationship management contributed to organisational performance. These results shows that supplier relationship plays a pivotal role in the fuel energy industry in improving organisational performance.

#### **4.6 Chapter summary**

This chapter presented and analysed the research findings. Overall, the questionnaires proved to provide adequate information for the purpose of the study. The next chapter would now summarize the research findings, conclusions, recommendations and suggest areas of further study.

## CHAPTER V

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.0 Introduction

This chapter summarizes the findings based on the findings in chapter four, as well as providing discussion, conclusions, and suggestions of the study based on the study's objectives. The main goal was to look into how Zimbabwean fuel organizations performed and how supplier relationship management affected it. In the final section, this chapter offers suggestions and areas for further research that need to be employed by fuel energy organisations.

#### 5.1 Summary

The study focused on using a case study of petroleum businesses in Zimbabwe to examine how supplier relationship management impacts an organization's performance. Despite having contractual agreements with their suppliers, the companies continue to struggle with their suppliers' lengthy lead times and subpar goods and services, which is the main research topic. In order to collect data, questionnaires were manually sent to the target demographic of 28 ZX Fuels procurement staff the primary conclusions were that supplier relationship management affects a company's productivity. The organization's financial performance can be improved more via supplier relationship management.

#### 5.2 Conclusions

This study looked into how Zimbabwean fuel energy organizations performed in relation to supplier relationship management. The study's findings led to the following conclusions:

1. There are several benefits to supplier relationship management, including lower procurement costs, improved supplier integration, better financial outcomes, and improved supplier growth.
2. The performance and operations of the organization are improved by close ties with suppliers. One of the key foundations for raising organizational performance is

suppliers. The benefits of supplier relationship management include shorter lead times, lower prices, and improved supplier quality.

3. The procurement team at ZX Fuels concurs that supplier relationship management is essential to the success of their company, as seen in chapter 4 of their statistics.

4. The utilization of supplier development and its close connection to improving an organization's performance. Changes made to supplier development enable the buying company to meet its demands with regard to quality, cost, delivery times, and other factors.

### **Recommendations**

In light of its conclusions and debates, the report recommends the following recommendations:

1. In order to obtain high performance results, fuel energy enterprises should assess the importance of supplier relationship management. The goals of the organization must also be aligned with supplier relationship management.

2. The necessity for Zimbabwean fuel organizations to have explicit supplier development strategies. This program will give the company the ability to take part in activities that raise supplier performance, which will raise company performance as a whole.

3. Supplier relationship management programs should have the attention and resources of top management at fuel energy firms. Company strategy should continue to be in line with supplier relationship management in order to benefit from it.

### **5.3 Suggestions for additional research**

This study looks into how Zimbabwean fuel energy organizations perform in relation to supplier relationship management. The researcher advises that additional studies be conducted to examine the difficulties that organizations have in trying to manage their supplier relationships. This will give these businesses the opportunity to devise solutions to these problems and enhance org

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## APPENDIX 1 RESEARCH QUESTIONNAIRE

### QUESTIONNAIRE INSTRUCTIONS

- i. Finish in ink
- ii. Please don't sign your name anywhere on this questionnaire.
- iii. If applicable, kindly [check or circle] your response

### SECTION A: DEMOGRAPHIC INFORMATION

**Instruction: please tick where applicable**

#### 1. GENDER

<b>MALE</b>	
<b>FEMALE</b>	

#### 2. AGE

18- 30 YEARS	
31-40 YEARS	
41-55 YEARS	
ABOVE 55 YEARS	

#### 3. LEVEL OF EDUCATION

CERTIFICATE	
DIPLOMA	
DEGREE	
POST GRADUATE	



**4. MARITAL STATUS**

MARRIED	
SINGLE	

**SECTION B**

**You must check or circle the option in this section that best represents your response. A scale from 1 to 5 is used.**

5=strongly agree 4=agree 3=neutral 2= disagree 1= strongly disagree

	<b>Supplier relationship management (SRM)</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	Assessment scale: Strongly disagree-1 Disagree-2 Unsure-3 Agree-4 Strongly Agree-5(use this same scale)					
1	Supplier relationship management has improved the organisational performance in terms of profit of the organisation					
2	Supplier development has improved the organisational performance of the firm					
3	Trust between suppliers and the organisation has improved significantly					
4	Supplier relationship management should continue to be pursued in achieving organisational performance of fuel energy organisations?					

If any other state

.....  
 .....  
 .....  
 .....

- Please tick where possible the type of relationship with suppliers the organisation has employed

Arm's Length Relationship	
---------------------------	--

Adversarial Relationship	
Closer – tactical Relationship	
Transactional Relationship	
Single- sourced Relationship	
Outsourcing Relationship	
Partnership Relationship	
Co-destiny Relationship	

If any other relationship please state

.....  
.....  
.....

**SECTION C**

**Please tick where possible**

1. How is organisational performance measured as a dependant variable?

SALES	
PROFIT	
MARKET SHARE	
OUTPUT (PRODUCTIVITY)	

**Question:** On a scale of 0 to 100%, how much has supplier relationship management contributed to the organisational performance of the firm?

.....  
.....  
.....

End of questionnaire

Thank You