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UNIVERSITY OF SCIENCE EDUCATION
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RESEARCH PROJECT

**TITLE: AN ANALYSIS OF SUPPLIER RELATIONSHIP MANAGEMENT(SRM) ON
SUPPLIER RETENTION IN AN ORGANISATION. A CASE STUDY OF CMED PVT
LTD**

BY

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DEDICATION

I would like to dedicate this research to my family and colleagues. I concede that my academic success was a result of all their efforts and tireless support and I owe them a lot since they had my back. I have made it all to this stage all because of them. I also dedicate this to CMED Pvt Ltd it was possible to have this document all because of their hel

ABSTRACT

Key problem is the need to resolve the areas that suppliers may have made suggestion for, and change for the better as suppliers are a key component at CMED just as the customers. Currently supplier feedback platform at CMED is slow, tiresome and it is not formal. The process is also not effective to the company as some reported issues are not taken into consideration to the head office for evaluation and back for feedback. The use of questionnaires (quantitative) and semi-structured interviews (qualitative) employed in this study allowed for the collection of data from the staff. A sample was drawn from the target population since it was not possible for the researcher to investigate the whole population. Therefore, the researcher used smaller groups representative of the whole population. The sample was made up of 29 participants. The researcher used a combination of thick descriptions accompanied by simple descriptive statistics for the data presentation and analysis. The descriptive statistics are made up of tables and pie charts to make it easier to understand. The researcher found that the customers were not fully heard hence everyone who had opportunity to ignore their issues could do so. The writer believes the following are possible areas in which the project can further be developed to increase its worthiness to the organization. Biometric device to enter and retrieve details about a customer. The organization does not budget enough for the management of customers thereby exposing risk of losing suppliers.

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ACRONYMS

SRM	Supplier Relationship Management
CRM	Customer Relationship Management
TOC	Theory of Constraint
CMED	Central Mechanical Emergency Department

CHAPTER I

1.0 INTRODUCTION

Supplier Relationship Management (SRM) has become an important strategy for organizations in today's highly competitive business environment. The concept of SRM was introduced by Peter Kraljic, a former director at McKinsey & Company, in his article "Purchasing Must Become Supply Management." In this article, Kraljic emphasized the need for organizations to segment their supplier base and map it against risk and profitability dimensions. He argued that effective management of supplier relationships can help organizations deal with the risks, complexities, and potential supply and pricing disruptions, thereby gaining a strategic advantage. SRM has now emerged as a strategic function that helps organizations build and maintain long-term relationships with their suppliers. This study will examine the impact of SRM on supplier retention in CMED Pvt Ltd, a leading organization in the healthcare industry. Gradually, Contact Management System (CMS) followed, then Sales Force Automation System not long after that (SFA). Deals drive automation (SFA) framework serves as the rationale behind what is now known as supplier relationship management (SRM). The phrase describes several tools and methods for managing client relationships in a planned process.

As the globe becomes more competitive, business organizations are looking for novel ways to increase effectiveness and efficiency. According to Wachira (2013), "the firm's major focus has shifted from internal procedures to ways to create value in order to raise levels of effectiveness and efficiency." The importance and visibility of relationship management have grown over time as businesses consider managing their internal and external organizational processes (Wachira, 2013). As a result, this chapter will begin by providing an overview of the study's history. The study's background will look at global trends in supplier relationship management, after which it will analyze the situation in Zimbabwe before concluding with a look at CMED. Additionally, the problem description and the study's goals will be stated.

1.1 Background of the study

Supplier Relationship Management (SRM) is an essential aspect of cost-saving and performance improvement for industrial firms. It refers to a comprehensive strategy that governs an organization's interactions with its suppliers, including the goods and services they provide. The main objective of SRM is to establish effective supplier management and procurement procedures based on sourcing policies. The primary focus of SRM is to optimize the value of all relationships with external suppliers that an organization depends on. This involves strategic planning and management of such relationships to enhance cooperation and lower the risk of failure. This can be achieved by fostering closer, more collaborative relationships with key suppliers to unlock new value and opportunities for growth. The concept of SRM has been extensively researched and discussed in literature, with many scholars emphasizing the need for organizations to prioritize supplier relationship management as a strategic function (Buffington, Good & Lambert, 2007).

Supplier Relationship Management (SRM) has evolved significantly since its inception in the 1980s, and it has become increasingly critical for organizations to develop and maintain successful relationships with their suppliers (Nguyen & Kim, 2021). One of the primary drivers of this shift has been the growing recognition that suppliers are often a key source of innovation, quality improvement, and cost savings. As a result, many organizations are adopting a more strategic approach to SRM that involves not only managing supplier relationships but also actively collaborating with suppliers to achieve mutual goals (Gulati & Sytch, 2020). Effective SRM requires a systematic approach that gradually builds trust and fosters collaboration between organizations and their suppliers (Wu, Wang & Chen, 2020). This involves developing policies and procedures that support collaboration and eliminate barriers to success. It also involves formalizing new approaches to cooperation with key suppliers and aligning supplier policies and regulations with organizational objectives. To achieve these goals, many organizations are adopting SRM governance models that provide a mutually agreed-upon framework for managing relationships with strategic suppliers (Vazquez-Bustelo & Avella-Garcia, 2017). Such models typically involve regular meetings, escalation procedures, and the designation of relationship managers and executive sponsors to ensure effective communication and issue resolution.

Effective Supplier Relationship Management (SRM) is vital to companies seeking to gain a competitive edge in today's highly competitive market. This is especially important as procurement evolves into a strategic role, which plays a critical part in the firm's competitive positioning. Additionally, relationships with suppliers will become increasingly important as industries consolidate. Collaborative business relationships can help businesses concentrate on their core competencies and reduce costs, enabling them to respond to the current business climate better (Giannakis, 2007). Therefore, the selection of local, regional, or worldwide suppliers is a crucial decision that should not be taken lightly (Hokey, 1994).

One of the main aspects of SRM is the governance model, which includes a well-defined governance framework for top-tier strategic suppliers. The SRM office and supply chain function generally define this framework, which should include senior executive sponsors from both the customer and supplier, dedicated relationship managers, and a face-off model that connects employees across various departments. Regular operational and strategic planning and review meetings, as well as clearly defined escalation procedures, should be in place to ensure prompt resolution of any issues or conflicts at the supplier level.

Furthermore, as the cornerstone of supplier relationship management, buyers and finance departments are responsible for protecting their suppliers to maintain successful long-term relationships. The success of such relationships is especially critical when suppliers are the sole providers of critical goods or services, such as ZIMOCO, the sole supplier of Mercedes Benz cars for CMED. Therefore, it is imperative for CMED to maintain a close relationship with ZIMOCO to ensure the smooth running of their operations.

Finally, it is worth noting that SRM and Customer Relationship Management (CRM) share many similarities, such as the need for coordinated management across functional and business unit touchpoints throughout the relationship lifecycle. In recognizing that the interactions with suppliers are not isolated events, but rather a continuous relationship that requires active management, companies can build stronger, more fruitful partnerships with their suppliers (Athanasopoulou, 2009).

1.2 Problem statement

A company's goal is to keep its suppliers and foster better relationships with them. The significance of keeping the same suppliers and strengthening their bond with the company is communicated by these terms and. But right now, CMED's primary issue is that it doesn't meet the expectations of its suppliers. This is a result of the suppliers being treated disrespectfully, their being poor communication, and late payments. incorrect product orders placed by the purchasing department and lengthy wait periods for planned services like tenders. Because some of them have since switched to supplying us with what we require, suppliers no longer trust the company. Red tape is caused by CMED's feedback mechanism, which is slow, boring, and occasionally bureaucratic. Due to the fact that some reported issues are not considered for resolution and feedback, the process is also ineffective for the organization. Due to the fact that CMED's suppliers are its lifeblood and that for the previous five years its former employees have been fiercely competing with their former company, resolving any issues where suppliers may have suggested adjustments is another important issue. As a result of declining revenue, CMED has been laying off employees since 2015 and cites a lack of demand as a justification.

1.3 Research Objectives

1. To identify how Supplier Relationship Management can contribute to Supplier Retention.
2. To evaluate the impact of Supplier Relationship Management and supplier optimization
3. To suggest solutions to curb poor supplier relationship management through continuous learning.

1.4 Research Questions

- 1) How does Supplier Relationship Management contribute to a company's productivity?
- 2) What is the impact of SRM technology in service delivery?
- 3) What are the barriers to effective Supplier Relationship Management implementation?

1.5 RESEARCH HYPOTHESIS

Is there a relationship on supplier relationship management which leads to supplier retention? Does it have an impact on the organization, and the achievement of value for money?

H0 if there is a positive and strong relationship between a buyer and a supplier then organizational performance is guaranteed to be perfect.

H1 if the relationship between a buyer and a supplier is competitive then the organizational performance turns out to be poor.

1.6 Significance of the study

1.6.1 To Government institutions

This study is significant to government institutions as it provides insights on how to improve their procurement practices and supplier relationship management. By implementing the recommended strategies, government institutions can enhance their efficiency, reduce costs, and ensure transparency and accountability in their procurement processes. This can ultimately lead to better public service delivery and increased citizen trust in the government. Additionally, the study can serve as a guide for policy makers in developing and refining procurement laws, regulations, and guidelines to promote fair competition, prevent corruption, and encourage supplier development.

1.6.2 To CMED:

The findings of this study will provide CMED with insights into the importance of supplier relationship management and how it can be implemented to improve their operations. The study will also highlight potential areas for improvement in their current supplier

management practices, enabling them to optimize their interactions with suppliers and ultimately improve their performance and profitability.

1.6.3 To Future Researchers:

This study can serve as a foundation for future research on supplier relationship management in the context of Zimbabwe. Researchers can use the study's findings to develop more comprehensive studies on supplier relationship management, exploring other variables that were not considered in this study, such as the impact of supplier relationship management on supply chain performance.

1.7 Limitations of the study

This study is limited to a single case study of CMED in Zimbabwe, which may not be representative of other companies or industries. The study also relies on data obtained through interviews, which may be subject to biases and limitations. Additionally, the study only examines a limited number of variables related to supplier relationship management and does not explore other factors that may affect supplier management practices. Finally, the study is limited in scope and does not explore the long-term impact of supplier relationship management on organizational performance.

1.8 Chapter Summary

In this chapter, the concept of supplier relationship management (SRM) was introduced, along with its significance in improving organizational performance. The literature on SRM was reviewed, and the major components of effective SRM were discussed. The chapter also

presented the research questions, objectives, and methodology for the study. Furthermore, the findings of the study were presented, including the importance of trust, communication, and collaboration in effective SRM. The chapter concludes with a discussion of the limitations of the study, which include the reliance on a single case study, data obtained through interviews, limited variables examined, and the narrow scope of the study. Overall, this chapter provides a foundation for the subsequent chapters, which will delve deeper into the findings and their implications for SRM practices in organizations.

CHAPTER II

Literature Review

2 Introduction

In this chapter, the impact of Supplier Relationship Management on customer retention in an organization will be explored through a review of relevant literature. The main aim of this literature review is to identify any gaps in knowledge that can be addressed by the current research. The chapter is divided into two sections: theoretical and empirical literature. The theoretical literature aims to provide a conceptual understanding of the topic, while the empirical literature will focus on identifying any gaps in existing research. This chapter also provides an overview of the history and evolution of Supplier Relationship Management, highlighting its current role as a critical talent management tool. Additionally, the essential features of a successful supplier relationship management system will be discussed.

2.8 Theoretical Literature Review

SRM is a complete strategy for managing an enterprise's relationships with the companies that provide the products and services it needs, according to the Chartered Institute of Purchasing (www.cips.org, accessed on 04.11.2022). Additionally, Galbreath & Rogers (1999) indicate that Enterprise Relationship Management is a method or strategy to coordinate and combine the various ties a company has in order to achieve specific goals benefits for business.

Working closely with suppliers or managing suppliers collaboratively is known as supplier relationship management. Since Marks and Spencer and its suppliers have long had a tight working relationship, there has been increased visibility, compliance, and operational and financial efficiency throughout the procurement life cycle (Kearny,2008). The phrase "supplier relationship" denotes the existence of a relationship between a buyer and a supplier that benefits both parties (Burnet, 2004). Companies are now changing their attention away

from solely concentrating on their core competencies and moving toward outsourcing and realizing the value of their supply base (Prahalad & Hamel, 1990). As a result, the study of buyer-supplier relationships has become increasingly popular. Due to increased complexity brought on by global competition, cooperation between customer and supplier is now necessary for both parties to thrive (Jap,1999). Specialized supplier networks are seen as a major advantage in the marketplace (Carter and Narasimhan, 1994).

Supplier relationship management (SRM) is a strategy that focuses on managing the relationships between the firm and the companies that provide it with goods and services, according to Lysons and Farrington (2018). SRM is a crucial tactic, particularly in the manufacturing industry because suppliers' actions directly impact company profitability (Steele and Court 1996). Many scholars (including Lysons and Farrington (2017), Kearney (2008), Buttle (2009), and Burnet (2004)) agree that the procurement department is in charge of putting the SRM plan into practice.

2.1.1 Why Supplier Relationship Management?

Business-marketing companies are being forced to look for more innovative and adaptable ways to compete by rapidly shifting competitive situations. Many businesses have developed cooperative partnerships with customers and suppliers as a response to these difficulties (Dertouzos, Lester, & Solow, 1989). Such mutually beneficial interactions are dependent on relational types of exchange that are characterized by a high degree of trust (Dwyer, Schurr, and Oh 1987; Morgan & Hunter, 1994). Relational exchange's high levels of trust allow parties to concentrate on the relationship's long-term advantages, which eventually boosts competition and lowers transaction costs (Noordewier, John, & Nevin 1990).

Supplier Relationship Management (SRM) has become an essential component of modern supply chain management. SRM refers to the practices and processes that a company uses to manage its relationships with its suppliers effectively. The primary goal of SRM is to establish a mutually beneficial relationship with suppliers by developing trust, transparency, and collaboration. The importance of SRM is evident in its ability to enhance a company's competitive position by optimizing supplier performance and reducing costs (Beaulieu, 2021). There are several reasons why companies invest in SRM. One reason is to improve

supplier performance. By monitoring supplier performance and providing feedback, companies can help their suppliers improve their processes, reduce defects, and increase quality. This, in turn, leads to improved delivery times and lower costs, resulting in better overall performance for the organization (Gadalla et al., 2020).

Another reason for implementing SRM is to foster innovation. Suppliers often have unique knowledge and expertise that can be leveraged to develop new products or processes. By establishing close relationships with suppliers, companies can tap into their expertise and co-create innovative solutions that improve their competitive position (Keller & Stavros, 2021). Additionally, SRM helps companies manage risk by diversifying their supplier base and developing contingency plans. By working with multiple suppliers and building strong relationships with them, companies can mitigate the risk of supplier failure or disruption. This, in turn, helps ensure business continuity and maintain customer satisfaction (Li & Zhang, 2021). Moreover, SRM can lead to cost savings by optimizing procurement processes and reducing transaction costs. By streamlining processes and reducing the number of suppliers, companies can benefit from economies of scale and reduce the administrative costs associated with managing multiple suppliers (Zhu et al., 2021).

2.1.2 Theory of Constraint

The theory of constraints (TOC) was first introduced by Eliyahu Goldratt in his 1984 book "Goal" as a general management philosophy to help organizations consistently achieve their objectives (Goldratt, 1984). With the publication of his book "Critical Chain" in 1997, Goldratt applied the idea to project management. According to TOC, any manageable system is constrained in its ability to accomplish more of its objectives by a relatively small number of constraints (Goldratt, 1997).

The main objective of TOC is to identify the restriction and reorganize the rest of the organization around it. This approach uses a focusing method to find the constraints that limit the system's performance and directs the resources towards overcoming them. There is always at least one constraint, and the weakest link can always harm or destroy processes, organizations, or at the very least have a negative impact on the outcome (Athanasopoulou, 2009).

Throughput, operational costs, and inventory changes are the key measures used to manage and evaluate the performance of an organization according to TOC. Inventory is the total amount that the system has spent on goods that it intends to sell, operational expenses are all of the funds that the system expends to turn inventory into throughput, and throughput is the speed at which the system generates revenue from transactions (Buffington et al., 2007).

To achieve the goal of the organization, certain conditions must first be met, such as quality, legal requirements, and safety. The solution for supply chains is to create a flow of supplies to ensure greater availability and to eliminate wastes such as surpluses, which have a negative impact on organizational performance (Chang, Chiang & Pai, 2012).

The TOC distribution solution performs well when used to handle a single supply chain link and even better when applied to the entire system, even when the system comprises of several businesses. Because a chain is only as strong as its weakest link, it is possible to use TOC to identify the flaws in a supply chain as well as solutions to those issues. Relationship management, particularly when it comes to supplier relationships, is essential to conclude the supply chain. It is necessary to ensure that relationships are well-managed to prevent weak links in the supply chain as a result of negative interactions (Chang, Chiang & Pai, 2012).

2.1.3 Commitment Trust Theory

The Commitment Trust Theory (CTT) is a widely accepted theoretical framework in relationship marketing that explains how trust and commitment influence the development and maintenance of long-term relationships between organizations and their customers or suppliers. According to the theory, trust and commitment are two interdependent constructs that are critical for building strong and enduring relationships.

Trust is defined as the willingness of one party to be vulnerable to the actions of another party based on the expectation that the other party will perform the required actions and behave in a reliable manner. In contrast, commitment refers to the degree to which an individual is committed to maintaining a relationship with another party and is willing to invest time, effort, and resources into the relationship. The CTT posits that trust and commitment are closely related and mutually reinforcing. As trust increases, commitment to the relationship also increases, which, in turn, reinforces trust. This cycle creates a positive

feedback loop that leads to the development of strong and enduring relationships between organizations and their suppliers.

Several recent studies have examined the role of trust and commitment in supplier relationship management (SRM) and its impact on supplier retention in organizations. For example, a study by Odeyemi et al. (2021) investigated the impact of trust and commitment on supplier retention in the context of the Nigerian oil and gas industry. The study found that trust and commitment had a significant positive effect on supplier retention, suggesting that organizations that invest in developing trust and commitment with their suppliers are more likely to retain them.

Another study by Zhang et al. (2021) examined the role of trust and commitment in SRM in the context of Chinese manufacturing firms. The study found that both trust and commitment were positively related to supplier satisfaction and loyalty, and that this relationship was mediated by the quality of the relationship between the supplier and the focal firm. This suggests that organizations that develop strong relationships with their suppliers through trust and commitment are more likely to retain them and achieve better outcomes.

Other studies have examined the factors that influence the development of trust and commitment in SRM. For example, a study by Abdi et al. (2020) investigated the role of communication, collaboration, and conflict resolution in building trust and commitment in the context of the Iranian petrochemical industry. The study found that effective communication and collaboration were positively related to trust and commitment, while conflict resolution had a negative impact on trust and commitment. This suggests that organizations that invest in effective communication and collaboration with their suppliers are more likely to build trust and commitment, leading to higher levels of supplier retention.

In addition to the above studies, there is a growing body of literature that highlights the importance of social exchange theory in understanding the dynamics of SRM. Social exchange theory posits that social relationships are based on a series of transactions in which parties exchange resources and benefits. In the context of SRM, this means that organizations and their suppliers engage in a series of interactions in which they exchange resources, such as information, expertise, and financial incentives.

A recent study by Wang et al. (2021) investigated the role of social exchange in SRM and its impact on supplier retention. The study found that social exchange was positively related to supplier satisfaction, trust, and commitment and that this relationship was mediated by the quality of the relationship between the supplier and the focal firm. This suggests that organizations that engage in effective social exchange with their suppliers are more likely to develop strong and enduring relationships, leading to higher levels of supplier retention.

2.1.4 Relationship Value and Retention

Customer retention is crucial for the success of any business, and it has been shown that relationship value is a key factor in customer retention. Relationship value refers to the overall worth that a customer assigns to the relationship they have with a particular business or brand. It includes not only the tangible benefits that a customer receives from the business, but also the intangible benefits, such as the emotional connection and sense of loyalty that the customer feels towards the brand.

Several recent studies have examined the relationship between relationship value and customer retention. For example, a study by Zhang and Chen (2021) found that relationship value was a significant predictor of customer retention in the context of online retail. The study found that customers who perceived a higher relationship value with a particular online retailer were more likely to remain loyal to that retailer and make repeat purchases.

Another study by Wang et al. (2020) examined the relationship between relationship value and customer retention in the context of mobile gaming. The study found that relationship value had a positive effect on customer retention, and that this effect was mediated by customer satisfaction and trust. In other words, customers who felt a strong emotional connection to a particular mobile game were more likely to be satisfied with the game and trust the developer, which in turn led to higher levels of retention.

Other studies have focused on the specific components of relationship value that are most important for customer retention. For example, a study by Wang and Yang (2021) examined the role of perceived value, trust, and commitment in customer retention in the context of e-commerce. The study found that all three components were positively related to customer

retention, but that perceived value had the strongest effect. This suggests that customers are more likely to remain loyal to a particular e-commerce platform if they perceive that the platform provides them with high value for their money.

2.1.5 Socio-Economic Theory of Compliance

Relationship value and retention are two critical aspects of relationship marketing that have gained significant attention in recent years. Relationship value refers to the perceived benefits and costs of a relationship between two parties, and it is an essential driver of customer retention. In their study on relationship value, Gruen, Summers, and Acito (2000) identified six dimensions of relationship value: social, special treatment, customization, financial, knowledge, and structural. Social value refers to the emotional attachment and feelings of closeness that customers have towards a business, while special treatment value refers to personalized treatment and recognition. Customization value refers to the ability of a business to tailor its offerings to meet the specific needs of its customers, while financial value refers to the monetary benefits that customers receive from the relationship. Knowledge value refers to the information and expertise that a business provides to its customers, and structural value refers to the ease and convenience of doing business with the organization.

2.1.6 Relationship between Supplier Relationship Management and Supplier Retention

Supplier relationship management (SRM) is a strategic approach that involves managing relationships with suppliers to maximize value creation and achieve business objectives. The primary goal of SRM is to build and maintain long-term partnerships with suppliers, which can lead to increased efficiency, reduced costs, and improved quality of goods and services.

One of the key benefits of effective SRM is improved supplier retention. When companies invest in building strong relationships with their suppliers, they are more likely to retain them over the long term. According to a study by Deloitte (2018), organizations with strong supplier relationship management practices are more likely to retain their top-performing suppliers than those with weaker practices. Furthermore, strong supplier relationships can help companies overcome challenges and weather market fluctuations. In a study by McKinsey (2020), companies that had developed strong relationships with their suppliers were better able to weather supply chain disruptions caused by the COVID-19 pandemic. These

companies were able to collaborate more effectively with their suppliers, find alternative sources of supply, and navigate complex regulatory requirements.

Effective supplier relationship management involves several key components, including clear communication, trust-building activities, and collaborative problem-solving. By building strong relationships with suppliers, companies can benefit from increased innovation, improved quality, and reduced risk. In addition, strong supplier relationships can help companies achieve their sustainability goals, as suppliers may be more willing to support environmentally-friendly initiatives if they have a strong relationship with their customer.

According to their findings, these dimensions of relationship value have a significant impact on customer retention. Businesses that provide high levels of relationship value are more likely to retain their customers over the long term, as customers feel more committed to the relationship and perceive fewer benefits from switching to a competitor. In a more recent study, Chen and Hsieh (2019) focused specifically on the impact of relationship value on customer retention in the context of e-commerce. Their findings supported the idea that relationship value is a critical driver of customer retention, as customers who perceive high levels of value in their relationship with an e-commerce business are more likely to remain loyal and continue to make purchases.

Retention, in turn, is an essential outcome of successful relationship marketing. Retaining customers is often more cost-effective than acquiring new ones, as existing customers are more likely to make repeat purchases and refer others to the business. According to Reichheld and Sasser (1990), increasing customer retention rates by just 5% can increase profits by 25% to 95%. In their study on customer retention, Morgan and Hunt (1994) emphasized the importance of relationship quality as a key driver of retention. They defined relationship quality as "the degree of congruence between the expectations and perceptions of both parties regarding the nature of their relationship" (p. 23). In other words, when customers' expectations of the relationship are met or exceeded, and there is a shared understanding of the relationship's nature, retention is more likely.

Recent studies have continued to support the importance of relationship quality and other factors in customer retention. For example, in their study on the role of trust and commitment in customer retention, Zaki and Yusof (2021) found that both trust and commitment are critical drivers of retention. Similarly, in a study on retention in the financial services

industry, Lai, To, and Wang (2021) identified service quality, trust, and commitment as key factors in supplier retention.

2.1.6 Supplier Retention

Numerous scientists believed that SRM should employ innovation to fulfill suppliers' needs. According to Stone et al. (2011), SRM is the ideal method for managing supplier relationships through the use of research, innovation, and web-based business. Feinberg and Kadam (2002) argue that the importance of using innovation, such as the internet and online commerce, as tools in SRM, is more concerning. They provide evidence of their point of view by conducting research on 42 different e-SRM features used by shops. They discovered a link between the suppliers' fulfillment and the use of SRM's highlights on retailer websites. According to the study, there is no demonstrable link between necessary variables like customer satisfaction and aspects of supplier relationship management. The quantifiable investigation showed a significant correlation between the needy variable buyer fulfillment in the keeping money industry and (SRM segments spoke to by benefit quality, representative's conduct, supplier information base, unraveling supplier issues, physical condition, and informal community cooperation).

2.2 Empirical Review

2.2.1 Value Measurement

Value measurement is an essential component of relationship marketing, as it allows firms to determine the worth of a customer or supplier relationship and the benefits it provides. According to Grönroos and Helle (2021), value is defined as "the consumer's overall assessment of the utility of a product or service based on perceptions of what is received and what is given," and it can be measured in several ways. One commonly used approach is customer lifetime value (CLV), which estimates the total amount a customer will spend on a firm's products or services over their lifetime. CLV is a crucial metric for businesses as it

allows them to prioritize their resources and efforts towards customers who are likely to generate the most revenue and profits in the long run.

Another way to measure value is through customer retention rate, which refers to the percentage of customers who continue to do business with a firm over a given period. Retention is critical as it reduces the need for businesses to constantly acquire new customers, which can be costly and time-consuming. A high retention rate also indicates that customers are satisfied with the firm's offerings, resulting in positive word-of-mouth and increased brand loyalty. According to Berman and Evans (2019), retaining existing customers is up to 25 times more cost-effective than acquiring new ones, highlighting the importance of measuring value through retention.

Measuring supplier value is equally important for firms as it allows them to assess the worth of a supplier relationship and the benefits it provides. One way to measure supplier value is through supplier performance metrics, which assess the supplier's ability to meet the firm's requirements in terms of quality, delivery, and cost. Supplier performance metrics provide valuable insights into the supplier's performance and enable firms to identify areas for improvement and negotiate better terms. According to Li et al. (2020), supplier performance metrics are critical for effective supplier relationship management (SRM) as they allow firms to establish performance standards and monitor the supplier's compliance with them.

Another way to measure supplier value is through supplier retention rate, which refers to the percentage of suppliers who continue to do business with a firm over a given period. Retaining suppliers is critical as it reduces the need for firms to constantly seek new suppliers, which can be time-consuming and costly. A high retention rate also indicates that suppliers are satisfied with the firm's requirements and are willing to continue doing business with them, resulting in a stable supply chain and reduced risk of disruptions. According to Yuce and Bayram (2019), supplier retention is a crucial factor in SRM as it enables firms to build long-term relationships with suppliers and leverage their expertise and resources to create value.

2.2.2 Technology

In today's digital era, technology plays a significant role in shaping the way businesses operate and interact with customers. In the realm of relationship marketing, technology has revolutionized the way companies manage their relationships with customers and suppliers. The use of technology has enabled businesses to gather and analyze vast amounts of data, allowing them to gain insights into customer behavior and preferences, and develop targeted marketing campaigns. This has led to a shift towards data-driven decision making, where businesses leverage technology to gain a competitive edge in the market.

One of the most significant technological advancements in relationship marketing is Customer Relationship Management (CRM) systems. CRM systems are designed to help businesses manage their interactions with customers, streamline sales processes, and improve customer satisfaction. According to a recent study by Gartner, the global CRM software market is expected to reach \$80 billion by 2025 (Gartner, 2021). This highlights the increasing importance of CRM systems in relationship marketing.

Another technological advancement in relationship marketing is the use of social media platforms. Social media platforms have become a crucial tool for businesses to engage with customers and build relationships. Social media platforms such as Facebook, Twitter, and Instagram have billions of active users, making them an ideal platform for businesses to reach out to potential customers. A recent study found that 54% of consumers use social media to research products and services before making a purchase (GlobalWebIndex, 2021). This highlights the importance of social media in the decision-making process of customers.

In addition to CRM systems and social media, other technologies such as Artificial Intelligence (AI) and Big Data analytics have also had a significant impact on relationship marketing. AI-powered chatbots, for example, have become a popular tool for businesses to interact with customers in real-time, providing personalized responses to customer queries. Big Data analytics, on the other hand, allows businesses to gather and analyze vast amounts of data, enabling them to gain insights into customer behavior and preferences.

2.2.3 Organization Structure

The organizational structure of a company can have a significant impact on the success of its relationship marketing efforts. Relationship marketing requires a customer-centric approach, which means that the company must be organized in a way that allows it to effectively gather

and analyze customer data, develop and implement customer-focused strategies, and provide a seamless customer experience across all touchpoints.

One way that companies can structure themselves to better support relationship marketing is by implementing a customer relationship management (CRM) system. CRM systems allow companies to collect and manage customer data from multiple sources, including sales, marketing, and customer service interactions. This data can then be used to develop targeted marketing campaigns, improve customer service, and track customer behavior over time. Recent research suggests that the use of CRM systems is positively associated with customer satisfaction, loyalty, and retention (Liu et al., 2020; Zhou et al., 2021).

Another important aspect of organization structure in relationship marketing is the alignment of departments and functions towards the same goal of creating value for the customer. This requires a shift from a traditional siloed approach to a more integrated and collaborative approach. For example, marketing, sales, and customer service departments may need to work together to develop a customer-centric strategy that meets the needs and preferences of the customer. A recent study found that companies that had a more integrated approach to customer service were able to achieve higher levels of customer satisfaction and loyalty (Ryu et al., 2019).

Finally, the culture of the organization can also impact its relationship marketing efforts. Companies that prioritize the customer experience and value their relationships with customers are more likely to be successful in relationship marketing. This requires a cultural shift towards customer-centricity, where employees at all levels of the organization understand the importance of the customer and are empowered to make decisions that benefit the customer. Recent research has found that companies with a strong customer-centric culture are more likely to have high levels of customer satisfaction and loyalty (Hwang et al., 2020).

2.2.4 Collaboration

In actuality, SRM broadens the range of interaction with key suppliers beyond conventional buy-sell transactions to include other joint activities that are based on a change in perspective and how relationships are managed, which may or may not require significant investment. These activities include collaborative research and development, information sharing that is more organized, methodical, and often increased, and process re-engineering (Ling & Ling, 2012).

Operational cooperation comprises sharing operational planning data, creating forecasts, exchanging them, linking order management systems, and working together on capacity management systems. Aligning customer requirements, sharing fundamental technologies, sharing production engineering, building joint market entry plans, and developing joint capital expenditures are all examples of strategic collaboration (Tate et al., 2009). According to the definition of commitment given by Kwon (2004), commitment is the idea that a business partner has a continuous relationship with the other and is making efforts to uphold this commitment. This leads to high procurement performance in firms.

Since good planning is based on information exchanged among partners, which is a crucial component for the successful integration making and high procurement performance, Michel et al. (2008) contend that commitment has grown to be a significant issue in supply chain integration. Sharing information under certain conditions necessitates the disclosure of financial information that is protected and other operational partners who may be competitors in the market or who may eventually become competitors, with the expectation that supply chain partners will not misuse confidential information. According to Mwirigi & Fred (2011), a firm's procurement performance can be enhanced through committed buyer-seller relationships and adherence to fundamental principles in a variety of business dealings. A firm's procurement performance can be improved by a party's commitment and action in support of the transaction in order to establish a long-lasting connection. If such a responsibility is for mutual interest income, organizations should create and maintain long-term connections. According to McCue & Johnson (2010), in order for supply chain partners to successfully conduct any commercial operations, there must be a maintained commitment from both parties. Commitment to a partner in relation to play is key to achieving favorable results for both companies, and has a direct impact on performance and positive.

Effective supplier relationships are said to be based on common goals, dedication, trust, and communication. The effectiveness of organizations is positively impacted by these factors.

Through cooperative engagements with suppliers, they not only increase efficiency and reduce costs but also boost the supplier's involvement in the organization's overall strategy (Mwirigi & Fred, 2011). Martinez (2009) argued that, depending on the channel conditions, the dimensions of communication would work in a certain combination. In relational structures, welcoming environments, and symmetrical power, they coined the term "collaborative communication approach," which was more likely to occur. Similar to Giannakis (2007), this study defines collaborative communication as an endeavor to communicate that place a focus on an indirect influence method. Together, formality and criticism.

2.2.5 Case study

A study was conducted by Mwirigi & Fred (2011) in the Kenyan alcoholic beverage industry, with the objective of examining the use of supplier relationship management (SRM) and its effects on supply chain performance. The study utilized a descriptive design to measure the impact of SRM on organizational performance. The target population and sample consisted of procurement workers from the alcoholic beverage sector, and regression analysis was utilized to determine the correlations between variables. The study found that companies in the sector were establishing cooperative partnerships with their suppliers to improve the efficiency of their supply chains. Four key factors were identified as being critical for effective SRM, including engagement with suppliers and increasing their participation in the organization's overall strategy.

Another study conducted by Mwirigi & Fred (2011) focused on the role of supply chain relationships in the growth of small businesses in Kenya. The target population for this study was small businesses that were receiving loans from FAULU Kenya. The study found that supply chain ties were critical to the expansion and success of small businesses, with several contributions to their growth and profitability. Maintaining strong relationships with both suppliers and customers was found to have a significant impact on the speed of transactions and profitability growth. The study concluded that a more structured approach to the creation of supply chain relationships was necessary to enhance their role in the growth of small enterprises.

2.3 CONCEPTUAL FRAMEWORK



2.3.1 Collaboration

Procurement performance is greatly influenced by collaboration between buyers and suppliers. Commitment among buyers and suppliers leads to the desire to build strong relationships, willingness to make short-term sacrifices to maintain the relationship, confidence in the stability of the relationship, and investments in the relationship, all of which improve procurement performance. The strategic focused outcomes model (SFOM) divides collaboration into three categories: Market cooperation, which includes activities such as collaborative selling, co-branding, and distribution channel management.

2.3.2 Technology

The impact of technology on an organization's purchasing practices is significant. Suppliers are an essential and integral aspect of supply chain management, and supplier management is a crucial component of any organization's strategies. Having the right information about

suppliers and their performance becomes crucial to the success of the organization. Effective inter-organizational communication can be achieved by being frequent, sincere, and including personal interactions between staff members involved in purchasing and selling.

2.3.3 Organization structure

The organizational structure plays a significant role in procurement performance. The procurement department must work collaboratively with other organizational departments. Organizations can be structured in many different ways, depending on their goals. Organizational structure allows for the explicit assignment of duties for various tasks and procedures to different entities, including the branch, department, workgroup, and individual. For example, Diageo (2011) states that it has a centralized procurement function that is responsible for setting procurement policies, procedures, and guidelines for the entire organization, ensuring consistency in purchasing practices across all departments.

2.3.4 Value Measurement

Value measurement significantly impacts procurement performance. Organizations can identify suppliers with exceptional performance or developmental needs by evaluating supplier performance, improving supplier communication, reducing risk, and managing partnerships based on data analysis. On the other hand, performance refers to how well a supplier relationship management system contributes to achieving company goals. Therefore, measuring value enables organizations to evaluate the effectiveness of supplier relationship management and improve procurement performance.

2.4 Research Gaps

The literature review indicates that there has been extensive research on buyer-supplier relationships, but there is a dearth of studies on how these connections affect organizational performance. Thus, it is imperative to investigate how buyer-supplier relationships influence

organizational effectiveness. The primary objective of the study is to develop a framework that assesses the relationship between integration and performance, considering various integration-related factors and specifically accounting for market conditions. The second objective is to empirically analyze the aforementioned relationship by conducting a survey among suppliers. To create the survey, we used a questionnaire based on the previous section, including more items and questions from past research.

Previous studies explored how supplier relationship management impacts procurement performance, but they were inconclusive due to hypotheses and suggestions that were unreliable. Various researchers conducted these studies, but they could not pinpoint the specific causes, and the data they collected did not address the critical issues. Although previous research focused on service delivery in general, they failed to answer many of the pressing questions.

CHAPTER III

RESEARCH AND DESIGN METHODOLOGY

2.0 Introduction

The research design and methodology section outlines the approach taken to collect and analyze data. This includes identifying the target population, sampling methods, data collection techniques, and analysis methods used in the study.

3.1 Research Design

The study employed a descriptive research design to collect and analyze data from the population. According to recent studies (Hair et al., 2019), descriptive research aims to describe and characterize behaviors, attitudes, and values within a given population. In this study, the descriptive research design was chosen because it allowed for a comprehensive understanding of the target population. Additionally, a case study approach was utilized, as recommended by Yin (2018), to provide a detailed investigation of a single unit in order to generalize findings to larger groups. The chosen unit for this study was the Central Medical Equipment Depot (CMED), and the researcher believes that this approach was optimal for gathering data from this organization. Furthermore, the data collected was descriptively analyzed to provide a comprehensive description of the target population. Descriptive statistics were used to summarize the data collected and provide a clear representation of the population's characteristics.

3.2 Target Population

In this study, the target population consisted of employees working in the procurement department of CMED. This included top management, middle-level management, and junior staff involved in procurement activities. The reason for selecting this population is because they are directly involved in the procurement process and have knowledge and experience regarding procurement practices and procedures within the organization. The total number of employees in the procurement department was used to determine the sample size for the study.

Table 1

CATEGORY	TARGET POPULATION	PERCENTAGE
Top Management	5	12.2
Middle Staff	15	36.6
Support Staff	21	51.2
Total	41	100

3.3 Sample

The sample size of the population for this study was selected using Slovin's formula

$$\frac{N}{(1 + Ne^2)}$$

$$\frac{41}{(1 + 41 * 0.1^2)}$$

$$\frac{41}{1.41}$$

$$= 29$$

Therefore, the sample size for this study was therefore 29 employees of CMED.

3.4 Sampling Techniques:

The study's participants were selected through the stratified random sampling method, as applied in the study. According to Kothari (2004), simple random sampling was conducted since each item has an equal chance of being chosen. The stratified random sampling technique, which ensures that a more representative sample is obtained from a relatively homogeneous population, was utilized to select participants since it provides estimates of the whole population with more accuracy. Stratified sampling, according to Mugenda & Mugenda (2003), selects subjects so that the subgroups that already exist in the population are more or less duplicated in the sample.

3.5 Research Instrument:

Questionnaires and interviews were utilized as the research instruments to collect data from the research participants on the specific topic of interest. The researcher made an effort to introduce herself to potential research subjects at meetings, and as circumstances permitted, questionnaires and interviews were conducted. The researcher appropriately developed an interview guide to lead the discussion during the interviews, which focused on assessing the efficiency of public asset disposal and procurement. A list of bidders was obtained from the procurement management department to select bidders for interviews, and procurement officers were sent emails requesting their responses to the questionnaires.

3.5.1 Questionnaire:

Structured questionnaires were utilized by the researcher to obtain information from respondents in various departments. The researcher used closed-ended and open-ended questions in the questionnaires to collect data from the participants. Dempsey (2003) believes that questions are effective data collection tools that allow respondents to express a significant amount of their ideas in relation to the research subject, which is why they were

preferred for this study. According to Kothari (2003), questionnaire-based data collection yields accurate and reliable results since it is free from researcher bias. One of the advantages of using questionnaires is that they are less expensive, more convenient, and can be completed at the respondents' convenience. Additionally, the respondents felt more relaxed and free to respond honestly since the researcher was not present.

3.5.2 Interview:

The researcher conducted interviews with senior management, executive directors, department heads, middle management, supervisors, secretaries, and representatives from the procurement, audit, transportation, finance, administration, works and estates, legal, and tender departments. Interview questions were based on the study objectives, and the researcher used an interview guide to collect data on supplier relationship management. According to Winston (1997), interviews are informative and focused on the study topic. Interviews are one of the most important sources of data when utilizing the case study method. An interview guide was used in this study because it is the quickest way to obtain primary data and allows for the repetition of questions so that the responder can comprehend them, which enhances the quality and reliability of the data collected. The researcher was thus able to evaluate the questionnaire responses and gather further information on the application of supplier relationship management.

3.6 Data Collection:

This research employed both primary and secondary data to gather pertinent information for the study.

3.6.1 Primary Data:

Structured and semi-structured questionnaires were used to obtain primary data from selected participants. Closed-ended questions were utilized to capture respondents' perspectives on various variables that constitute supplier relationship management at an organization to achieve the study objectives. The analysis of this study was largely based on this data.

3.6.2 Secondary Data:

In order to enrich the study, secondary data was collected to establish trends, benefits, and challenges faced in the implementation of supplier relationship management. The research gathered secondary data from various sources such as journals, library textbooks, the internet, local and international operations and supply chain publications, and magazines.

3.7 Data Analysis and Presentation:

The gathered data was analyzed and given further context to be understood by a layperson. This included summarizing the data's key points, identifying any patterns or trends, and explaining what they mean in simple terms. The analysis might also involve interpreting any statistical measures or data visualization techniques used to represent the data. The goal of analyzing and contextualizing data is to make it more accessible and understandable for people who may not have the technical knowledge or expertise to interpret raw data on their own. By presenting the data in a clear and concise way, laypeople can make more informed decisions based on the insights gained from the analysis. Additionally, presenting data in an easy-to-understand format can help increase transparency and accountability in organizations or institutions that collect and use data.

3.7.1 Analysis of Data

In order to investigate the impact of supplier relationship management on supplier retention at CMED, the collected data was examined. Descriptive statistics were employed to describe the basic features of the data. This included simple summaries of the sample and measurements such as mean, frequencies, and percentages. Descriptive analysis was utilized for data analysis.

3.7.2 Presentation of Data

The Statistical Package for Social Scientists (SPSS) was used to evaluate and present the research results. Pie charts, bar graphs, and histograms were used to graphically represent quantitative data. Qualitative data underwent thematic coding and statistical analysis. The findings were then discussed, and responses were grouped based on their content.

3.8 Reliability

To ensure that external factors such as boredom and fatigue did not impact the reliability of the study, interviews were conducted at appropriate times. Questionnaires were administered mid-week to prevent participation errors by respondents. The research environment was standardized to ensure consistent data collection techniques.

3.9 Validity

To enhance the validity of the study, participants were encouraged to be truthful. The researcher observed the respondents' behaviors, attitudes, and other nonverbal signs while seeking additional information. The study's objectives were followed when conducting interviews, and a pilot study was conducted on the questionnaire to enhance the depth and breadth of the questions. The sample size was typical of the intended audience for whom the findings were extrapolated. The data was reliable because it came from the targeted group that was relevant and well-informed.

3.10 Ethical Considerations

Throughout the study, ethical considerations were taken into account. The researcher acknowledged all of the writers and academics whose sources were used. The study did not use any information or concepts that were not properly cited and given permission. Permission was obtained from CMED management before the research commenced.

3.11 Summary of the Chapter

This chapter outlined how the study would be practically conducted, including the design that was used. The research plan was developed in such a way that the collected data would address the research questions in Chapter one. The next chapter presents data collected through questionnaires and interviews and provides an analysis of the findings.

CHAPTER IV

DATA ANALYSIS, PRESENTATION, AND INTERPRETATION

4.0 Introduction

This section outlines the methods used to analyze, present and interpret the research findings obtained from the questionnaires. The chapter describes the processes, techniques and procedures employed to examine the data. It starts by discussing the analysis of response rate and presents the quantitative techniques that were adopted to analyze and present the research findings.

4.1 Presentation of Findings

4.1.1 Response Rate Analysis

To accurately identify and analyze the participants who took part in the research, the response rate analysis was conducted as illustrated in the table and figure below:

Table 2: Analysis of the Response Rate

CATEGORY	RESPONSE	PERCENTAGE
RESPONSE	29	70.7
NON-RESPONSE	12	29.3
TOTAL	41	100

Source: Author's calculation

4.1.2 Age of respondents

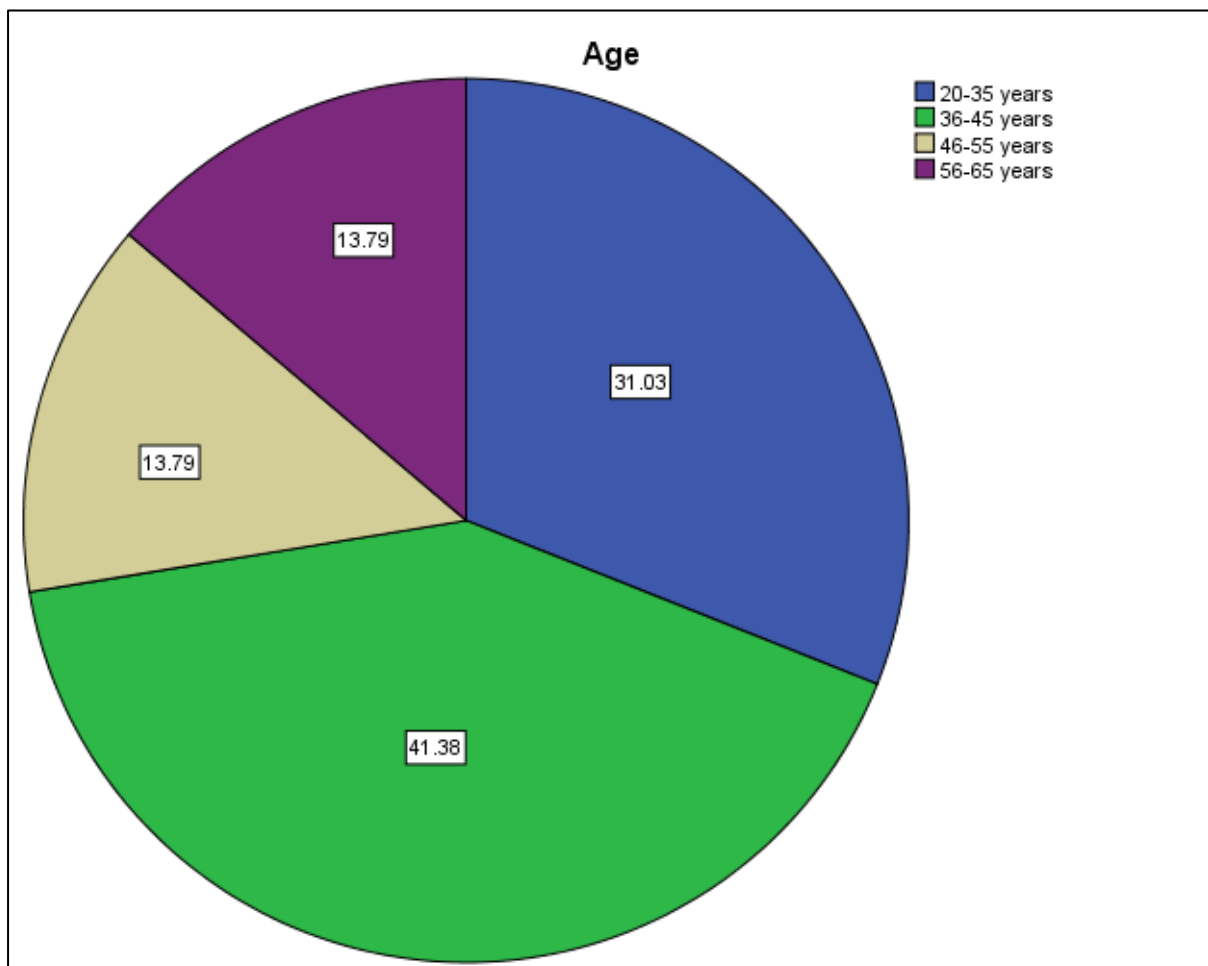
On the age the analysis was as follows:

Table 3: Age of Respondents

CATEGORY	RESPONSE	PERCENTAGE
20-35	9	31
36-45	12	41.3
46-55	4	13.8
56-65	4	13.8
TOTAL	29	100

Source: Author's Calculation

Fig 2: Age of Respondents



Source: Author's calculation

According to Table 4.2 and Figure 4.2, the majority of respondents in the organization were middle-aged people, with 41.38% falling in the age group of 34-43 years, followed by 34.6%

in the age group of 20-33 years. Only a small percentage, 10.34%, fell in the age group of 56-65 years, and the remaining 13.79% belonged to the age group of 44-55 years. This data suggests that the study had a balanced representation of respondents across different age groups, and that the middle-aged group had a more significant presence. This is beneficial for the study as it is likely that this group has more experience and knowledge about supplier relationship management and its impact on supplier retention.

4.2.3 Gender of Respondents

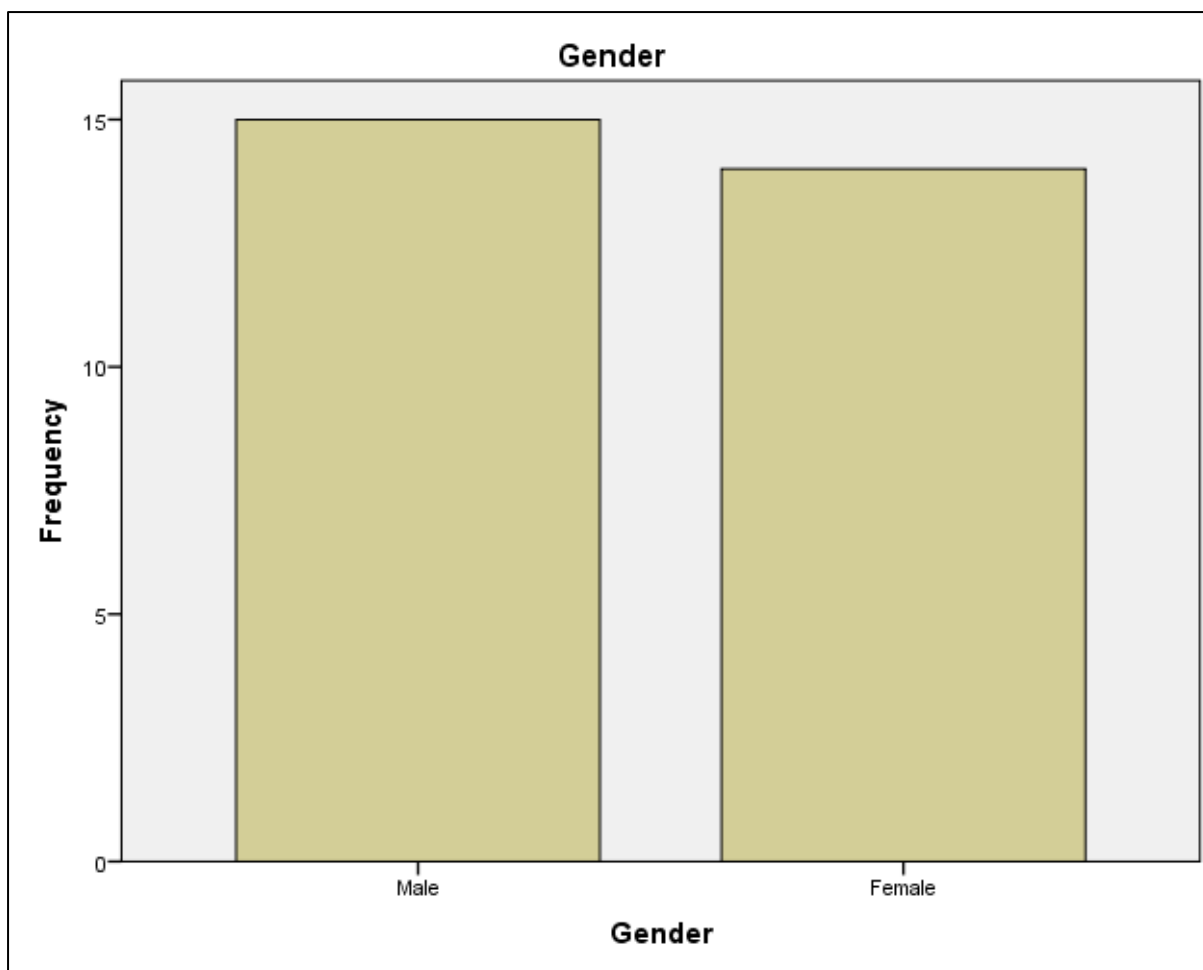
On gender the analysis was as follows;

Table 4: Gender

CATEGORY	FREQUENCY	PERCENTAGE
MALE	15	51.7
FEMALE	14	48.3
TOTAL	29	100

Source: Author's calculation

FIG 3



Source: Author's calculation

Regarding the presented data, Table 4.2 and Figure 4.2 show that the majority of respondents were male, comprising 51.7% of the total response rate, while females accounted for 48.3% of the respondents. This suggests that the organization has a male-dominated workforce, which may have implications for gender diversity and inclusion policies. Further analysis and exploration of the organization's demographics and policies may be necessary to address any gender-related issues.

4.2 Education Level

On the education level the analysis is as follows:

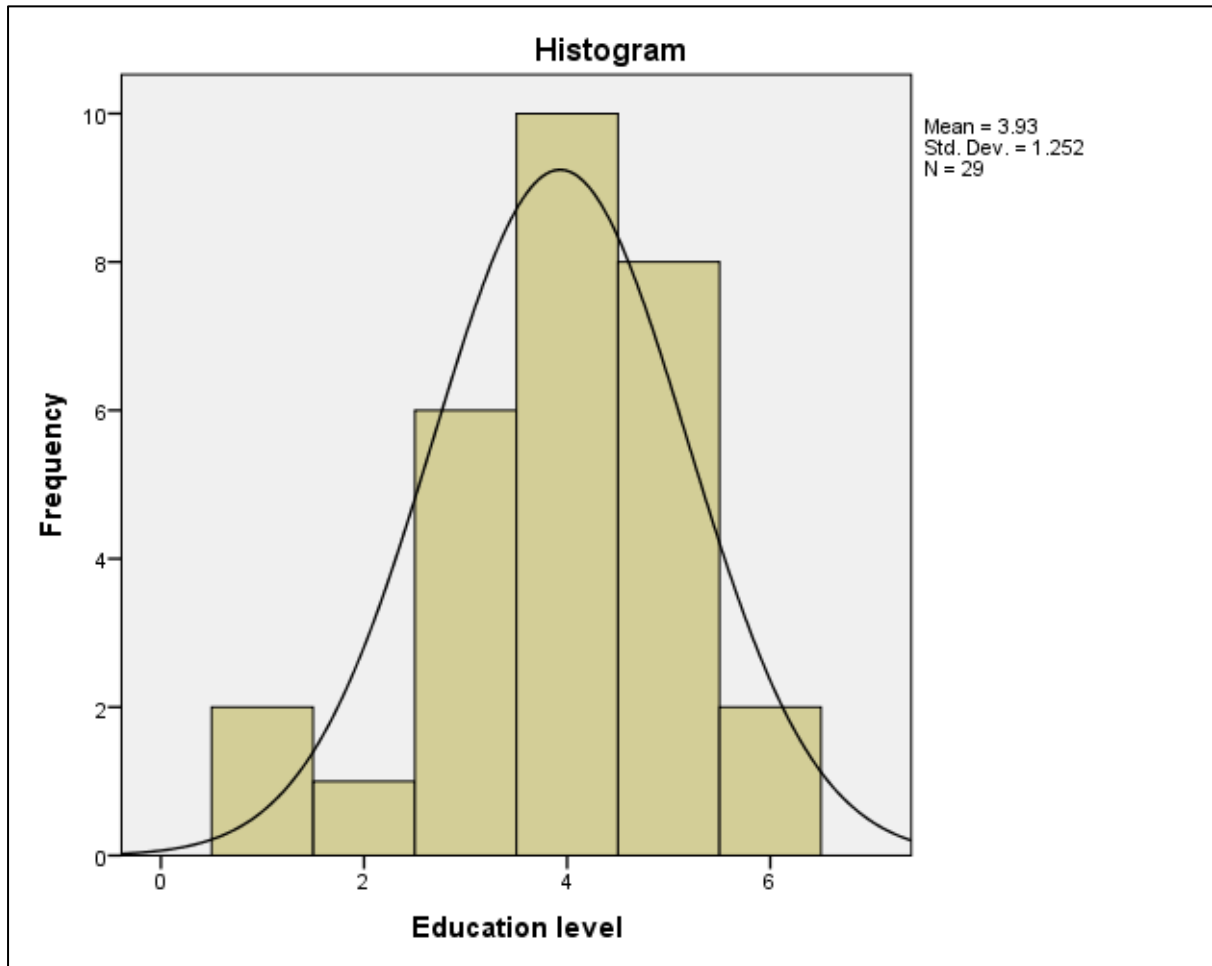
Table 5: Education level

CATEGORY	FREQUENCY	PERCENTAGE
O LEVEL	2	6.9

A LEVEL	1	3.4
DIPLOMA	6	20.7
DEGREE	10	34.5
MASTERS	8	27.6
PHD	2	6.9
TOTAL	29	100

Source: Author's calculation

Fig 4



Source: Author's calculation

Table 4.3 together with Fig 4.3 shows that there is 34.5% of people with Degrees, 27.6% has Masters, 20.7% have diplomas, there is 6.9% with PHD's also 6.9% with O level and lastly 3.4% with A level. This indicates that the greater percentage that responded are full of knowledge and that means they know what they were responding to. There is hope for proper and trustworthy responses.

4.3 Work Experience

On work experience the analysis is as follows:

Table 6: Work experience

CATEGORY	FREQUENCY	PERCENTAGE
1-5 YEARS	12	41.4
6-10 YEARS	13	44.8
11-15 YEARS	3	10.3
15+ YEARS	1	3.4
TOTAL	29	

Source: Author's calculation

FIG 5



Source: Author's calculation

The data above shows that there is a greater number of people worked for the period between 6-10 years, being followed by those worked for the period of 1-5 years, then those who worked for 11-15 years and lastly there are few who worked for 16+ years proving employee retention.

4.4 Work Position

On work position the analysis is as follows:

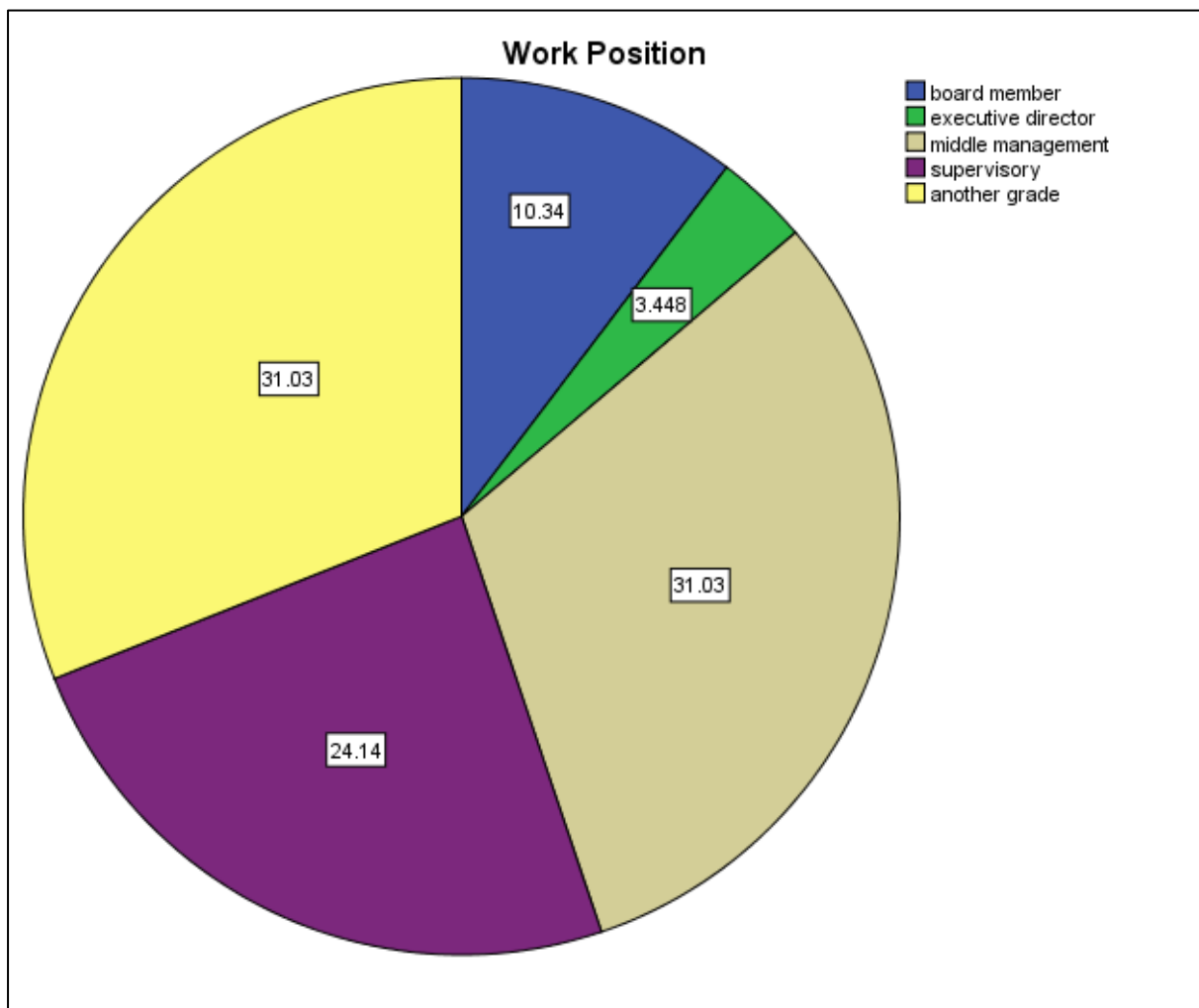
Table 7: Work position

CATEGORY	FREQUENCY	PERCENTAGE
BOARD MEMBER	3	10.3

EXECUTIVE DIRECTOR	1	3.4
MIDDLE MANAGEMENT	9	31
SUPERVISORY	7	24.1
ANOTHER GRADE	9	31
TOTAL	29	

Source: Author's calculation

FIG 6



Source: Author (2022)

Table 4.5 and figure 4.5 shows us that the position of middle management and those on various grades constitute the greater population of the ones who were part of the survey, the one on the supervisory position also was a reasonable percentage, the board members also took part in the survey then lastly the executive director.

4.5 SRM Implementation

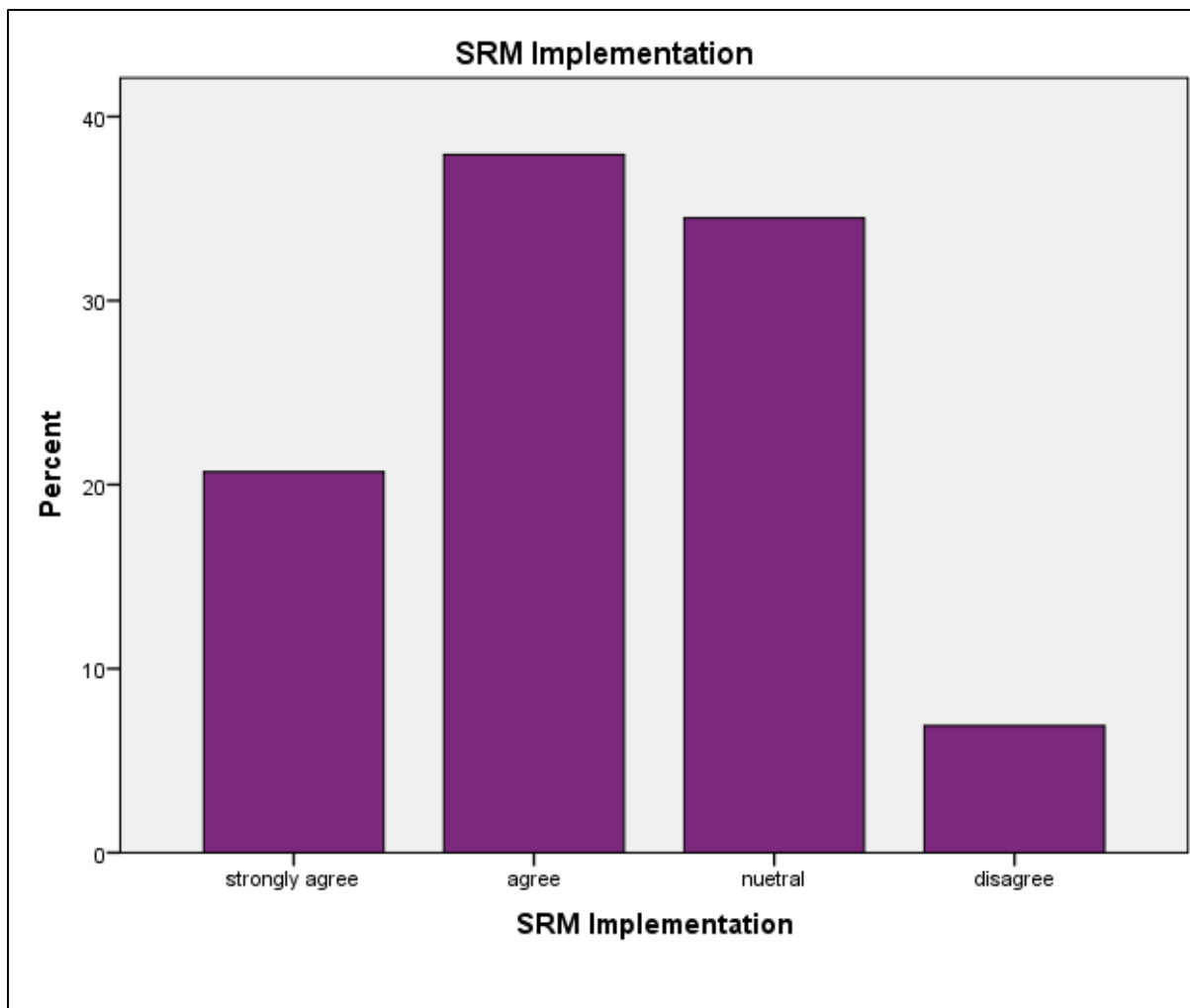
On SRM Implementation the analysis was as follows:

Table 8: SRM Implementation

CATEGORY	FREQUENCY	PERCENTAGE
STRONGLY AGREE	6	20.7
AGREE	11	37.9
NUETRAL	10	34.5
DISAGREE	2	6.9
STRONGLY DISAGREE	0	0
TOTAL	29	100

Source: Author's calculation

FIG 7



Source: Author (2022)

According to Table 4.6 and Figure 4.6 it shows that 37.9% Agree that there is implementation of Supplier Relationship Management at CMED. 34.4% Are Neutral on the responses. 20.7% strongly agree that implementation is taking place and 6.9% disagrees with the view. This shows that most of the respondents are seeing an implementation of SRM.

4.6 Supplier Retention

On Supplier retention the analysis was as follows

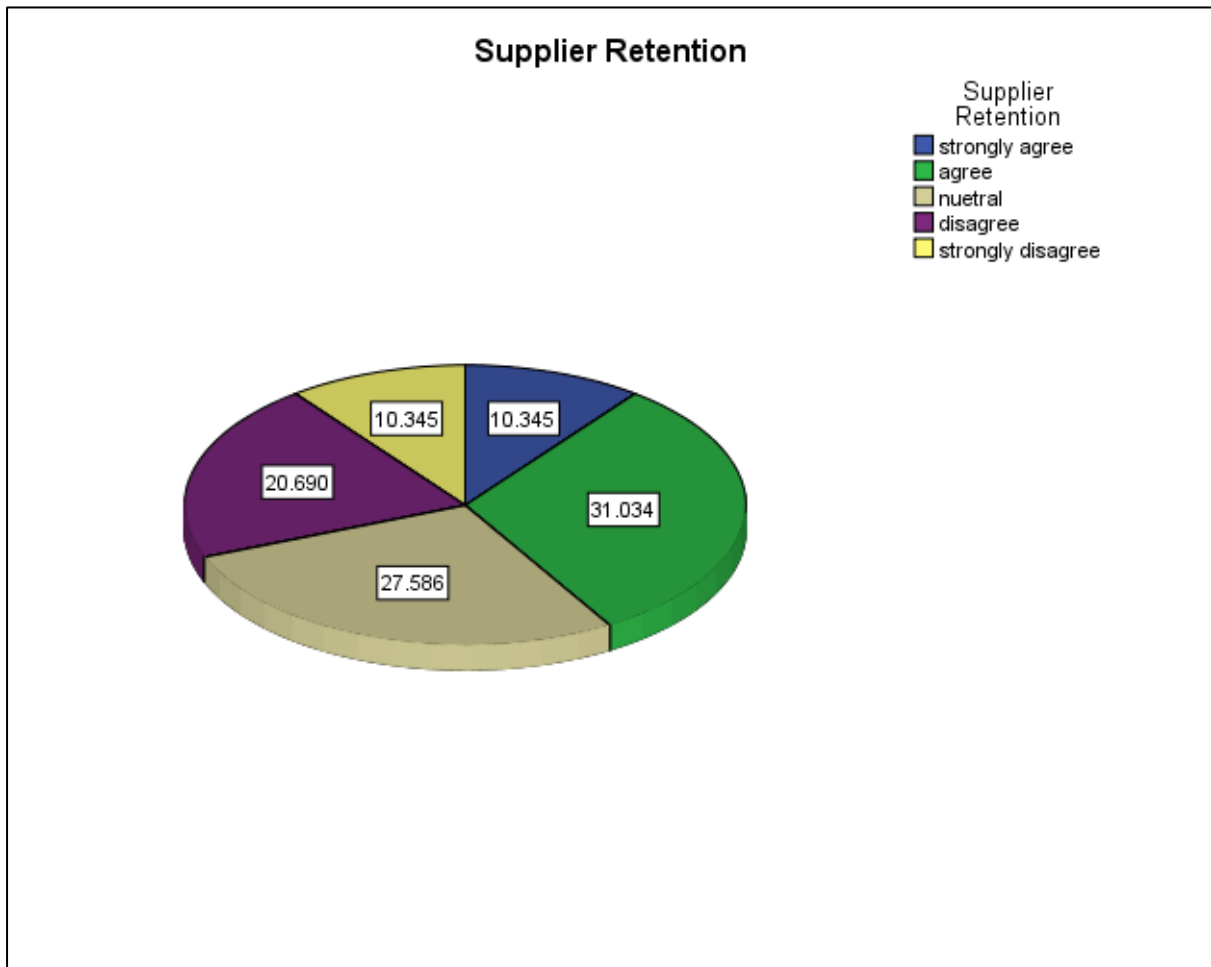
Table 9: Supplier Retention

CATEGORY	FREQUENCY	PERCENTAGE
STRONGLY AGREE	3	10.3
AGREE	9	31
NUETRAL	8	27.7

DISAGREE	6	20.7
STRONGLY DISAGREE	3	10.3
TOTAL	29	100

Source: Author's Calculation

FIG 8



Source: Author's calculation

Table 4.7 and figure 4.7 shows that 27.6% are neutral about supplier retention. 31% agree that there is supplier retention. 20.6% disagree with the view, then 10.3% strongly agree same applies to those who strongly disagree. This shows that the greater population says that the organization is lacking supplier retention even though they are implementing supplier relationship management.

4.8 Supplier Feedback

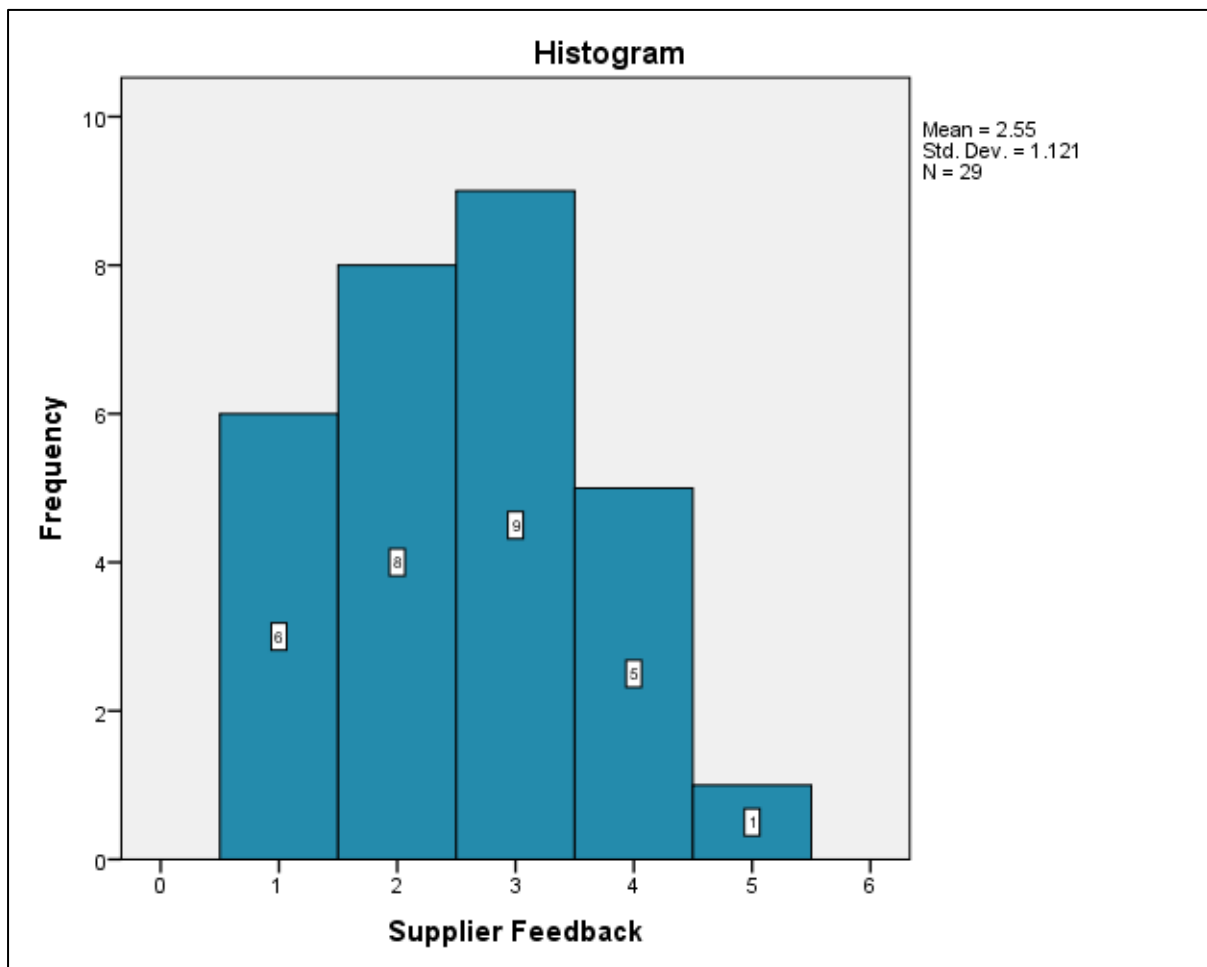
On supplier feedback the analysis was as follows:

Table 10: Supplier feedback

CATEGORY	FREQUENCY	PERCENTAGE
STRONGLY AGREE	6	20.7
AGREE	8	27.7
NUETRAL	9	31
DISAGREE	5	17.2
STRONGLY DISAGREE	1	3.4
TOTAL	29	100

Source: Author's Calculation

FIG 9



Source: Author's Calculation

Table 4.8 together with figure 2.8 show us that 31% are neutral about supplier feedback. 27.6% agree that there is supplier feedback. 20.7% are strongly agreeing to the fact of supplier feedback. 17.2% disagree to the view, however the remaining 3.4% strongly disagree to this view. This shows that there is need for better supplier feedback.

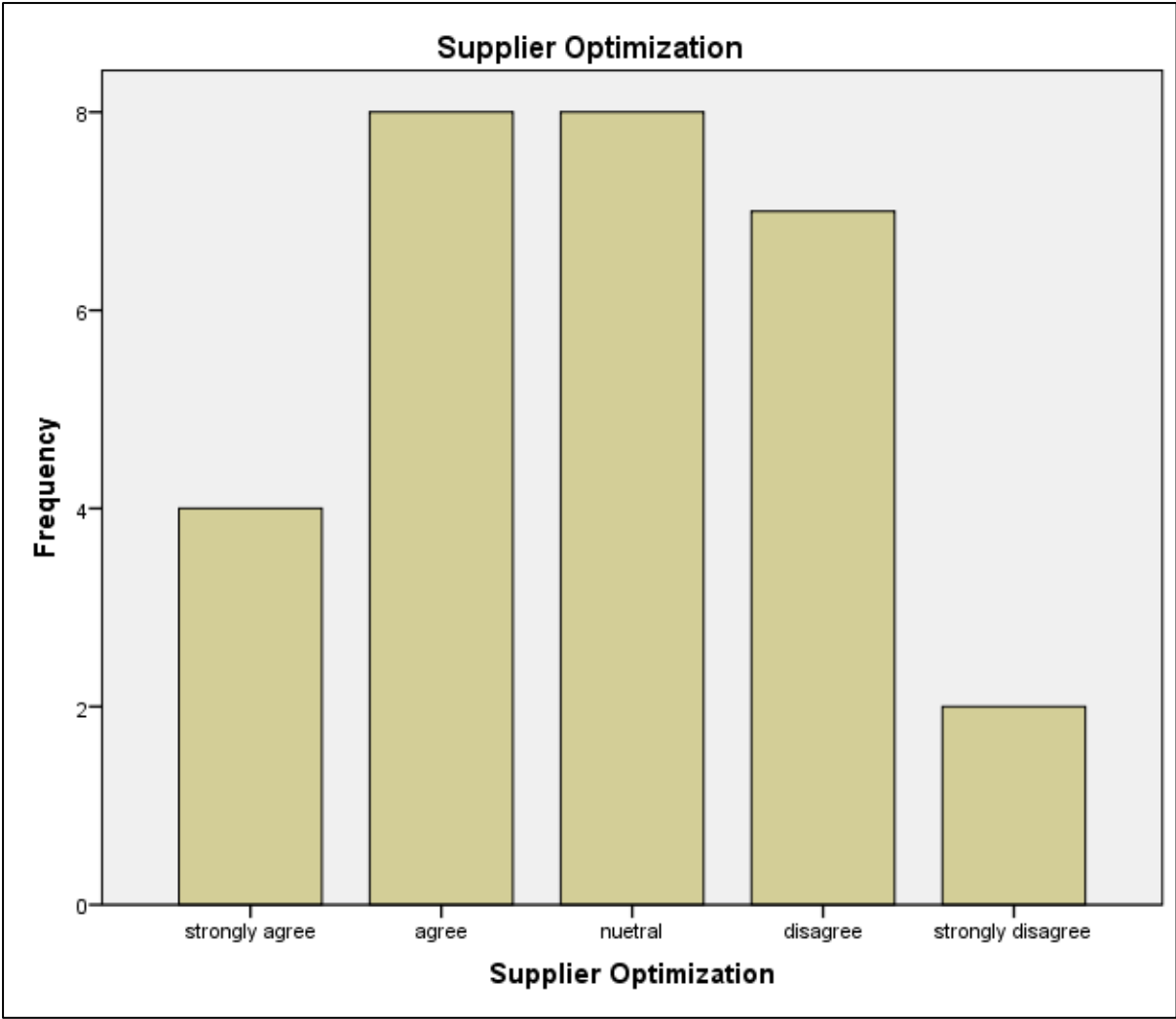
4.9 Supplier Optimization

On the supplier optimization the analysis was as follows:

Table 11: Supplier optimization

CATEGORY	FREQUENCY	PERCENTAGE
STRONGLY AGREE	4	13.8
AGREE	8	27.6
NUETRAL	8	27.6
DISAGREE	7	24.1
STRONGLY DISAGREE	2	6.9
TOTAL	29	100

FIG 10



source: Author's Calculator

Table 4.9 and figure 4.9 shows that 8 people are agreeing to the fact that CMED is carrying out supplier optimization, also 8 people are neutral on that same view. 7 people disagree that supplier optimization is being carried out. Although some are disagreeing 4 strongly agree. 2 are saying they strongly disagree. The results of the research show that there is better supplier optimization in the organization which will lead to supplier retention.

4.10 Supplier Accessibility

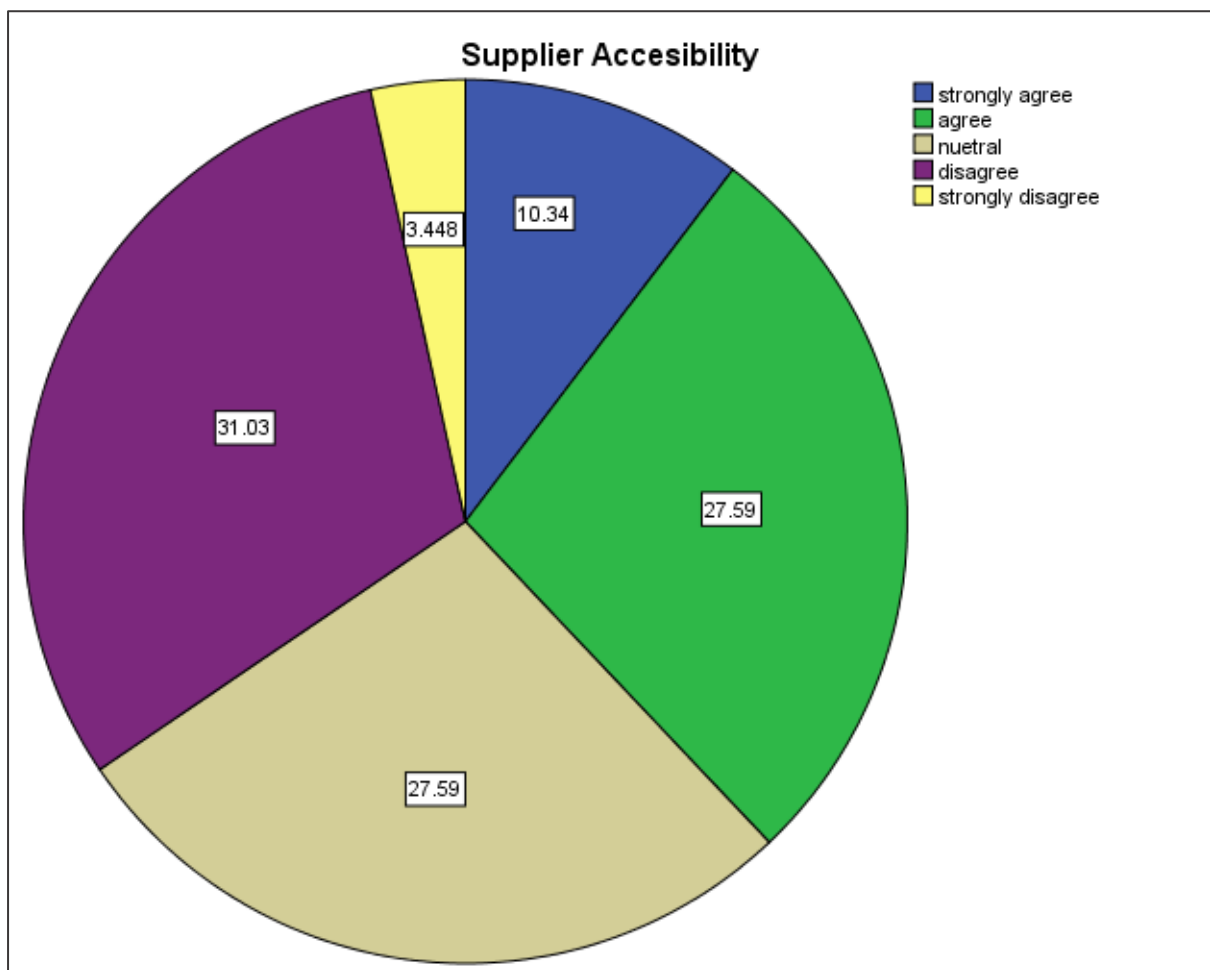
On the supplier accessibility the analysis was as stated below

Table 12: Supplier accessibility

CATEGORY	FREQUENCY	PERCENTAGE
STRONGLY AGREE	3	10.3
AGREE	8	27.6
NUETRAL	8	27.6
DISAGREE	7	31
STRONGLY DISAGREE	1	3.4
TOTAL	29	100

Source: Author's Calculator

FIG 11



Source: Author's Calculator

Table 4.10 and figure 4.10 shows that 10.3% strongly agree that there is supplier accessibility. 27.6% only agrees that the view is correct, also 27.6% is neutral on that fact however 31% disagrees to the fact that their supplier accessibility and 3.4% strongly disagrees. The results show that the system is not easily accessible to the current and prospectus suppliers that slows down supplier relationship and there is no supplier retention.

4.11 Internal Training

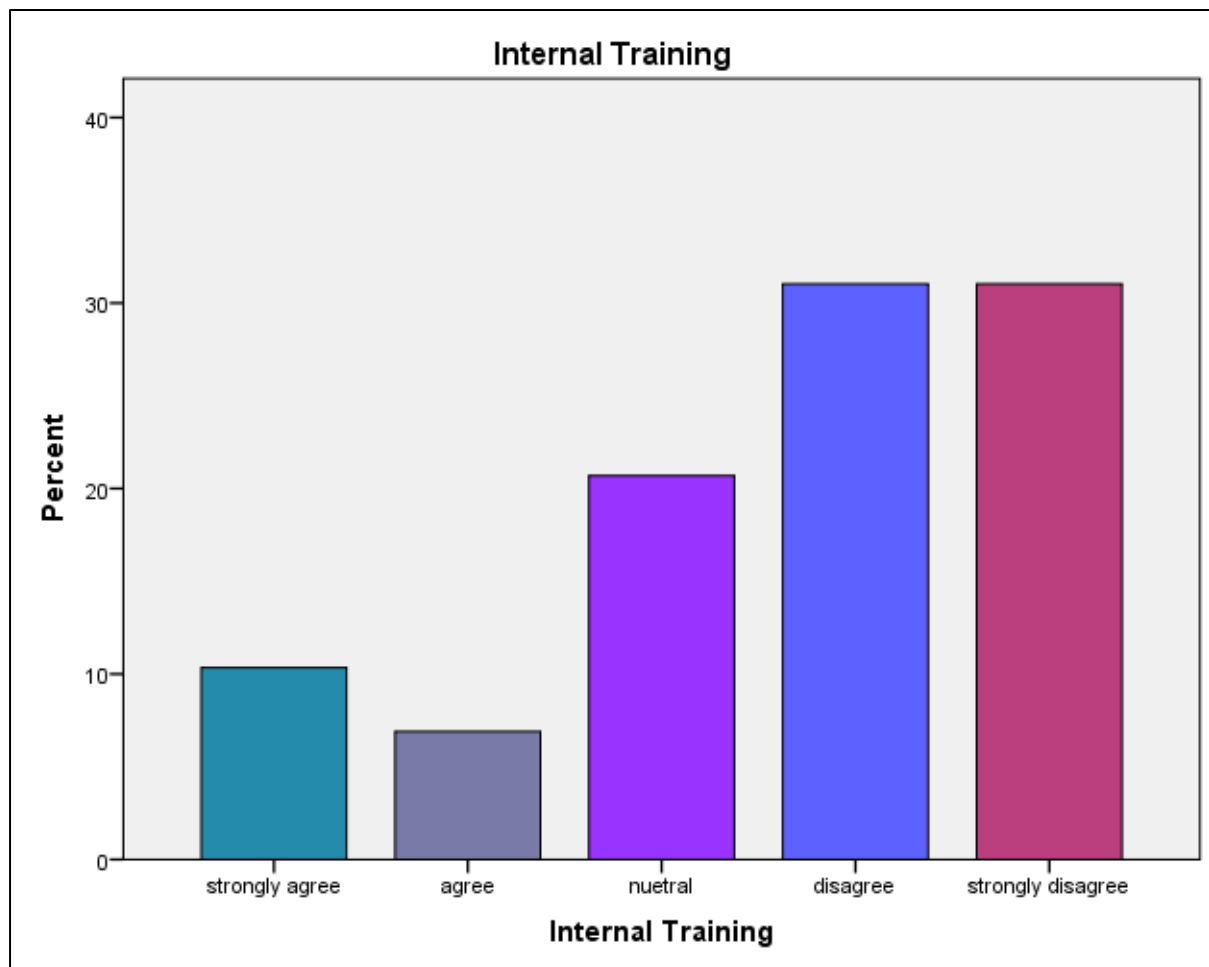
On internal training the results were as follows:

Table 13: Internal training

CATEGORY	FREQUENCY	PERCENTAGE
STRONGLY AGREE	3	10.3
AGREE	2	6.9
NUETRAL	6	20.7
DISAGREE	9	31
STRONGLY DISAGREE	9	31
TOTAL	29	100

Source: Author's Calculator

FIG 12



Source: Author's Calculator

Table 11 and fig 11 show us that 10.3% strongly agrees that there is internal training of SRM. Only 6.8% agrees that they are doing internal training. 20.7% was neutral on the view. However, 31 % disagrees the remaining 31% strongly disagrees. The study shows us that there are no effective and efficient service training programs for the affected departments to ensure a Reliable supplier relationship management system.

4.12 Supplier interaction

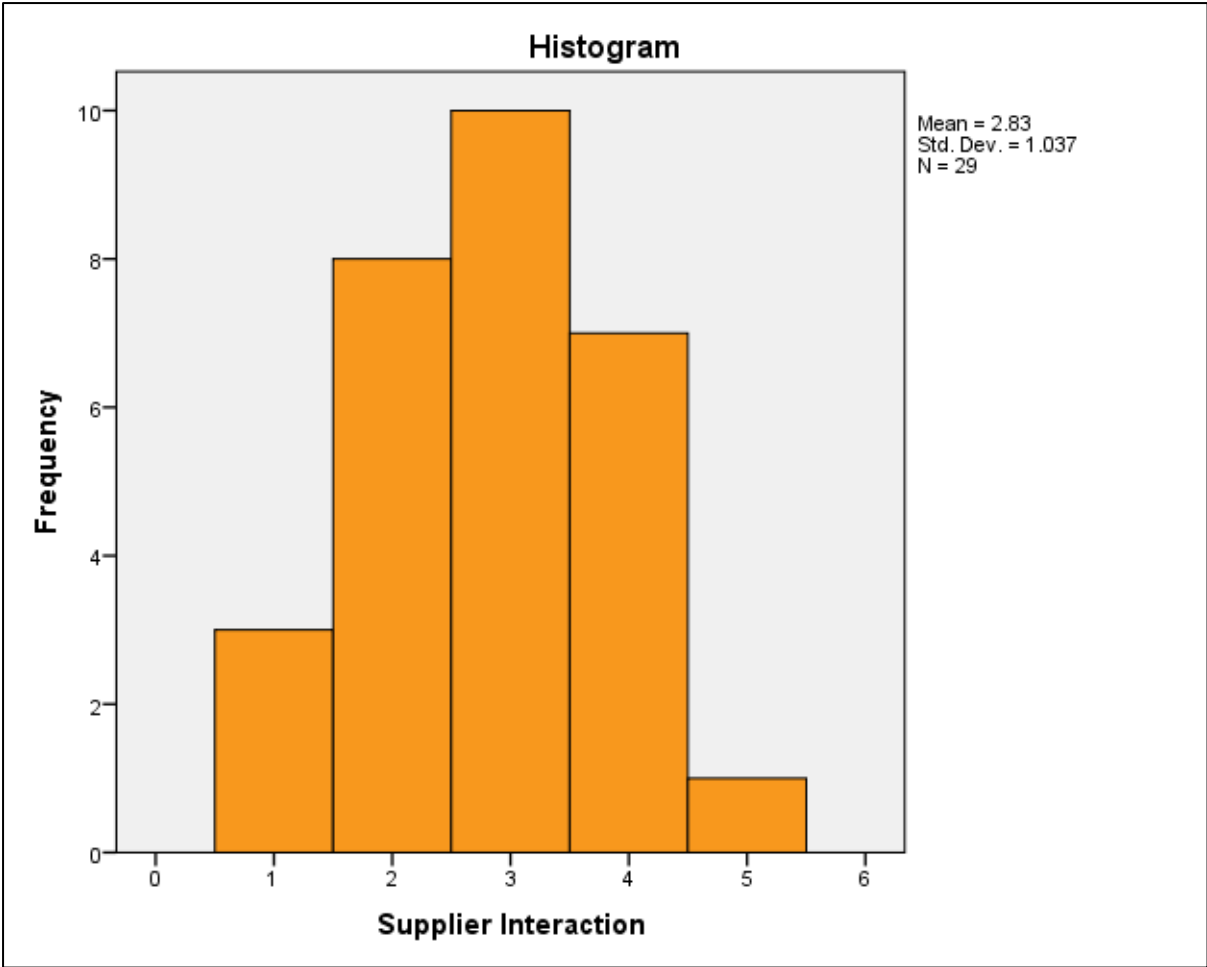
On supplier interaction the analysis was as follows:

Table 14: Supplier Interaction

CATEGORY	FREQUENCY	PERCENTAGE
STRONGLY AGREE	3	10.3
AGREE	8	27.6
NUETRAL	10	34.5
DISAGREE	7	27.1
STRONGLY DISAGREE	1	3.4
TOTAL	29	100

Source: Author's Calculator

FIG 13



Source: Author’s Calculator

Table 4.12 and figure 4.12 shows that 10.3% strongly agrees that there is supplier interaction, 27.6% only agrees, 34.5% is neutral, 27.1% disagrees that there is supplier interaction, 3.4% strongly disagrees. The results show us that there is more need to monitor the current system to see if it allows supplier interaction and problem solving.

CHAPTER V

SUMMARY OF FINDINGS; CONCLUSION AND RECOMMENDATION

5.0 Introduction

In this chapter, we will discuss the research findings, conclusions, and recommendations of the study. We will examine the effectiveness of supplier relationship management on supplier retention at CMED. The research questionnaires were analyzed to provide insights into the study's objectives. The chapter will present the findings, draw conclusions, and provide recommendations for further studies.

5.1 Summary of Findings

The study has shown that supplier relationship management contributes to the betterment of supplier retention. Suppliers value where they are noticed. That is shown by the way the buying organization is managing its relationship with the suppliers they should avoid once of purchases or transactional relationships, with the suppliers for this would be a turn off to the suppliers hence leading to high supplier turnover which would mean that there won't be supplier retention.

According to the research findings, supplier relationship management is a technique used to manage the relationships between suppliers and the buying organization. Additionally, supplier optimization is a strategy employed to decrease the number of suppliers, especially those who are inactive or provide limited use. By doing so, organizations can devote more time to working with a smaller group of suppliers. Therefore, to ensure effective supplier relationship management, it is essential to have fewer suppliers who are critical to the organization. Consequently, applying supply base optimization may have a greater impact on supplier retention than relying solely on supplier relationship management.

The study shows that though the respondents have better qualifications they can still have continuous learning on how they act in their departments. They can have more professional courses like for those in Finance they can apply with the Chartered Institute of Accountants, those in Human Resource can apply with IPMZ not forgetting those in Procurement to do with CIPS or CILT. They can also have internal workshops as an organization from the

procurement department to help each and every department on how to manage the suppliers so that they do not lose their suppliers.

The study targeted a sample of 41 respondents out of which 29 respondents filled in and returned the questionnaire giving a response rate of 71%. The organization is male dominated that is there was a high expectancy of males responding than females. It also has more of the active age than those who are close to the retirement age hence there is an expectancy of better efficiency and effectiveness leading to better productivity since they are more energetic and are well versed with new and better technologies. The respondents seem to be having better educational qualifications meaning they are knowledgeable which means we are expecting better decisions being made and having better trends to move CMED from its current state to being competitive enough in the industry. On work experience most of the respondents are still new and that means there is high Turnover at CMED.

A greater number is agreeing that the implementation was underway, and they have to make it clear to reduce the number of those who are neutral. On supplier retention it shows that they are still struggling to retain their suppliers well. They got to improve and bring in better methods and strategies to retain their suppliers. The survey shows that there is no much supplier feedback however they have to make it more visible. There is poor supplier optimization. They have to have very few suppliers whom are critical to them so that they are able to have better relationships and achieve Supplier Relationship Management. There is also a need for better platforms so that there is easy access of new and already existing suppliers. There is need to train involved and affected departments to have better relationships with suppliers.

5.2 CONCLUSION

After discussing the study's goals in the preceding chapters, this chapter delivers the study's findings and suggestions. Future research ideas will also be discussed. Thus, the following conclusion is drawn:

1. Strong relationships between buyers and sellers can significantly boost a company's profitability and competitiveness. Low transaction costs, low manufacturing costs, and fewer stock outs are the results of a solid partnership. There is no proof in the market that CMED's goods and services are the most affordable, which defeats the purpose of competition.

2. As a result of late or missed delivery and delayed payments, dispute incidents are highly common. Additionally, there is no process for managing conflicts that would allow the parties to settle disputes amicably. The party with the most influence over the disputed transaction has frequently determined how disputes are resolved. Conflict cannot be completely avoided, but how well the parties handle it serves as a decent gauge of how strong their bond is.
3. The basis for a buyer-supplier relationship is a strong buyer-supplier reliance between CMED and its supplier.
4. The following things prevent SRM:
 - lack of faith
 - Lack of dedication
 - insufficient information exchange
 - absence of a thorough conflict management process.
5. There is very little information exchange, particularly between customers and providers. This is evidence of the lack of trust between the two parties. Lack of transparency caused by a lack of information communication leads to a dysfunctional buyer-supplier relationship.

5.3 Recommendations:

1. Benchmarking: CMED should benchmark with successful companies that have implemented SRM strategies. This process should begin with identifying such organizations and studying how they implemented the strategy, so that CMED can copy aspects that will help to successfully implement an SRM strategy.
2. The SRM strategy for CMED: The Partnering supplier relationship strategy is recommended for CMED. This strategy should be documented and distributed to all the buyers and departmental supervisors/managers to ensure that their behaviors towards the suppliers are standardized.
3. Communication: Lack of communication has been identified as a barrier to SRM. To address this issue, joint meetings with suppliers should be held regularly to review the performance of the relationship, and to share important information that benefits both parties.

5.4 Areas for Further Research:

Further research on the impact and supplier relationship management strategies should be carried out on other firms and in different sectors in Zimbabwe. It is important to study the benefits of implementing SRM strategies, with a view to capturing any significant changes in the business operating environment in the country. Additionally, there is a need to understand the impact of supplier relationship management on procurement performance.

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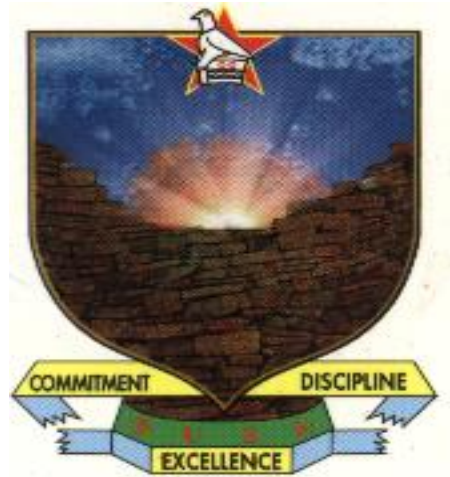
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BINDURA UNIVERSITY OF SCIENCE EDUCATION



RESEARCH QUESTIONNAIRE

My name is Everjoy Dumbu, a student currently studying for a Bachelor of Commerce (Honours) Degree in Purchasing and Supply at the Bindura University of Science Education. I am undertaking a research on “The impact of Supplier Relationship Management on Supplier Retention: A case study of CMED”, in partial fulfilment of my degree program with the University.

Please note that all information gathered in the study will be treated with **STRICT CONFIDENTIALITY** and shall solely be used for the purposes of this study. Once all questionnaires have been collected and analysed, the results of the study will be presented in aggregate form and written up in the form of a project.

GENERAL INSTRUCTIONS

1. Please kindly attempt all questions by ticking your selected choice(s).

SECTION A: (Kindly attempt all questions by ticking or circulating your selected choice(s))

1. What is your age range?

20- 35years

36- 45 years

46-55 years

55- 65 years

2. Gender

Female

Male

3. What is your highest level of education?

O'Level

A'Level

Certificate/ Diploma

Degree (Undergraduate)

Masters

PHD

4. How many years of work experience do you have?

1-5 years

6- 10 years

11- 15 years

15+ years

5. What is your position in the organization?

Board Member

Executive Director

Middle Management

Supervisory

Another Grade

SECTION B: (Please tick the appropriate box of each statement, which corresponds most closely to your desired response)

	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
Supplier Relationship Management is being implemented at CMED.					
CMED is retaining its suppliers.					
The current system at CMED provides efficient and effective supplier feedback as a result being a key element for business.					
CMED is engaging in Supplier Optimization.					
The system at CMED is accessible to reach current and prospect suppliers.					
CMED provides effective and efficient service training programmes for the affected departments to ensure a reliable supplier relationship management system.					
The current system allows for supplier interaction and problem solving.					

INTERVIEW GUIDE

- 1.** In your view, what is the use of having a buyer supplier relationship?
- 2.** Is supplier retention important since there are many suppliers in the country except for public utility suppliers?
- 3.** In your opinion what feasible recommendations resulting from the study may be given to enhance the implementation of supplier relationship management on supplier retention?
- 4.** What are the changes that you have identified that were not previously observed?
- 5.** What can be stopping effective implementation of supplier relationship management as a strategy?

Analysis of Supplier Relationship Management on supplier retention

by Everjoy Dumbu

Submission date: 14-Jun-2023 03:28PM (UTC+0300)

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