

BINDURA UNIVERSITY OF SCIENCE DEPARTMENT OF ECONOMICS



**AN ANALYSIS ON THE IMPACT OF SUPPLIER RELATIONSHIP MANAGEMENT ON
ORGANIZATIONAL PRODUCT-MARKET PERFORMANCE: A CASE OF BAKERS INN**

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DEDICATION

First and foremost, I humbly dedicate this work to the Almighty, the source of all knowledge and wisdom, who guided me through the journey of academic pursuit. I am also deeply grateful to my parents Mr & Mrs Masimo who have been my bedrock of support, love and Faith. Their unwavering belief in my abilities combined with their unconditional love have inspired me to strive for excellence and pursue my dreams with determination.

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ABSTRACT

The study focuses on assessing the impact that supplier relationships management has on product-market performance in the bakery sector in Zimbabwe specifically at Bakers Inn. The business has lost several key suppliers between in a period of 5 years (2018=2023) and evidence also showed that the firm has significantly lost market share to competition. The study therefore set out three objectives: to determine the supplier relationship management components adopted in the organization, to assess the influence of two-way communication has on market share of the firm and also to assess the influence of partnerships with suppliers have on market share of Bakers Inn. The mixed method research approach was adopted supplemented by the explanatory embedded mixed methods research design which allowed the research to have two groups: management and employees of the company as its target population. The study further used questionnaires and interviews to gather primary data whose reliability was determined by the Cronbach Alpha and the validity which was determined by the Sample Adequacy analysis. The quantitative data was analysed with the aid of correlations statistics and thematic analysis was used to analyse the qualitative data. The study found that the company only adopts two-way communication with the suppliers mostly in matters concerning ordering and delivery of raw materials but ignores other components of supplier relationship management such as being partners or attaining ideas from the suppliers. It is recommended that the firm adopts the stakeholders approach of governance, adopt strategic alliances as a core strategy and also interact with suppliers in social events.

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ACRONYMS

ROE: Return on equity

ROI: Return on Investment

SRM: Supply Relations Management

SME: Small to Medium Enterprises

CHAPTER 1

INTRODUCTION

1.1 Introduction

This study looks at the impact that supplier relationship management has on the product-market performance of Bakers Inn which is one of the biggest firms in the bakery sector in Zimbabwe. Of late, the bakery sector in Zimbabwe has been regarded as an oligopoly market structure with 3 firms: Bakers Inn, Proton and Labels being dominant in the market. Nonetheless, goal posts have since changed and there are new in the market that have altered the rules of the competition and the jostle for market share has become the theme of the game. There is need to come up with new and effective strategies to achieve the set targets hence a study will be undertaken to determine if having a good supplier relationship management will help Bakers in to enhance good performance in the marker for their products. Therefore, this first chapter of the study presents the general research introduction as it shows the study problems and research gap evidenced in the background of the study and the statement of the problem. The objectives and questions of the study are also laid out together with the importance that the study has to various stakeholders as well as the scope that guides the study. Further, the limitations and assumptions of the study are illustrated as well as the structure of the whole study.

1.2 Background of the study

In this world, all firms in industry and commerce operates as a system that is dependent on the relations that they have with both their internal and external stakeholders for success (Owen, 2021). In many cases, business only focus on meeting the demands of a few stakeholders such as the employees and the shareholders in the internal set up and mostly the customers in the external environment as they directly bring cash into the business (Moore, 2021). In the same process, there is much ignorance on the significance of having a sound relationship with suppliers of raw materials or inputs which has an impact on how the organization achieves their set goals (Hughes, 2019).

Supplier relationship management refers to the way a business interacts with its suppliers and encompasses many factors such as how the supplier is paid, when they deliver the raw materials, with which quality and how they deliver raw materials

or inputs (Gould, 2020). Having a sound supplier relationship management entail also planning before engaging the supplier up to the point when a firm can control how the supplier provides raw material hence shows its importance in the production of goods and services (Vickers, 2018).

Specifically in the manufacturing sector, large firm in the world such as Kainz Food in the United States of America have found the significant role that supplier relationship management plays in their bid to receive good quality raw materials on time in the right quantity in order to produce good quality products that meets the demand of the market thereby enhancing sales in the market (Chambers, 2020). To manage their supplier relationship effectively, Kainz Food has ensured that they enter into contractual obligations with suppliers of raw materials that ensures that raw materials are delivered in the expected quality while payment to the suppliers is done as per agreed. As a result the firm has managed to dominate the US market with good quality products that meets the demand and has also been performing well in foreign markets as their products reaches over 50 countries across the globe (Martins, 2022).

In the same context, South African fast foods restaurant sector has also been experiencing a spike in competition for both large firms and small to medium enterprises (SMEs) who have all been fighting for the same customers (Mahlangu, 2021). Dominated by large firms such as: Chicken Licken, KFC, Nandos and Debonairness amongst others, it takes a firm that has good supplier relationship management to get raw materials of great quality and on time to be able to meet the demands of the customers better than the competition in order to retain and attract new customers as they all have low switching costs and can easily move to the next restaurant for food if they are not pleased (Coetzee, 2021). At one point in time in mid-2020, poor supplier relationship at Nandos South Africa forced the firm into a temporary closure for a day in all its Gauteng Province outlets as the supplier refused to supply Chicken as a result of unpaid dues and Nandos lost an estimated R2 000 000 for business undone (Ngobese, 2020).

In Zimbabwe, the Bakery sector in Zimbabwe is dominated by 3 firms: Bakers Inn, Lobels and Proton that controls 95% of the sector while smaller firms control the remaining 5% (Makopa, 2022). Of the three, Bakers Inn has been controlling the

market share and in 2017 the firm controlled 47% of the market share (Mugadza, 2017). Nonetheless, in recent years starting from the year 2019, the situation started to change for the worst for Bakers Inn as Proton Bakery started eroding their market share and the market share of the Bakers sector in Zimbabwe as of December 2023 is shown below in Figure 1.1:

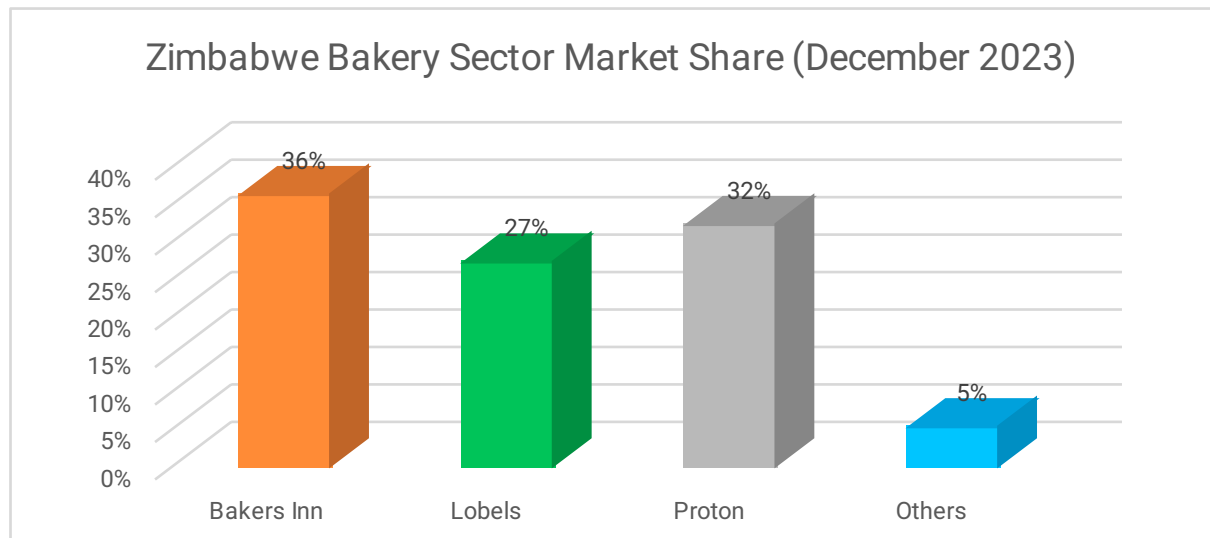


Figure 1.1: Bakery sector market share (National Bakery Association of Zimbabwe, 2023).

As shown above in Figure 1.1, the market share of Bakers Inn has significantly fallen to 36% while proton has gained ground and has a market share of 32% while Lobels has fallen down the pack to 27%. According to Moyo (2022) Proton bread has something that other bakeries do not have which is good supplier relationship management as it is based in Marondera where it is close to farmers and companies who supplies them with inputs such as wheat and yeast respectively. Reports have shown that Bakers Inn struggles to keep the same suppliers of yeast and flour for production for over a financial year thereby shifting from one supplier to the other (Moyo, 2022) hence showing poor supplier relationship management which has an impact on the performance of the organization. The major question asked is that can sound supplier relationship management enhance performance of Bakers Inn in

the market? Based on that, a study will be undertaken on an analysis on the impact of supplier relationship management on organizational product-market performance at Bakers Inn. The study seeks to determine the nature of supplier relationship at Bakers Inn as well as the impact that it has on the product-market performance specifically on market share.

Various studies have been undertaken on the phenomenon understudy mostly in first world countries such as in China where Lee (2020) conducted a similar study in the textile manufacturing sector but adopted a quantitative research approach. In the USA, Martins (2022) undertook a study on the relationship between supplier relationship management and performance of firms in the food manufacturing sector with the study looking at financial performance and product-market performance. In Kenya, Poku (2022) carried out a study on supplier relationship management and firm performance: the role of operational capabilities focusing on procurement managers in manufacturing sectors in the country using a quantitative research approach. A look at these prior studies, none of them adopted a mixed method research approach and they did not look at the Bakery sector of Zimbabwe which is a gap this study will seek to explore.

1.3 Statement of the problem

The jostle for market share in the Bakery sector in Zimbabwe continues to be intense as firms are instilling various strategies to attract and lure more customers. The case has not been positive for Bakers Inn who have significantly lost market share mostly to Proton Bakery between the years 2018-2023. Reports have shown that Bakers Inn has a poor supplier relationship management hence continues to change suppliers of raw materials from time to time which may be the reason behind their poor product-market performance in the sector. It is against this background that a study was undertaken on an analysis on the impact of supplier relationship management on organizational product-market performance at Bakers Inn.

1.4 Conceptual framework

The study was guided by the following conceptual framework shown in Figure 1.2 which sought to explain the relationship between SRM and performance of organizations.

Independent Variable

Dependent Variable

(Supplier relationship management)

(Organizational performance)

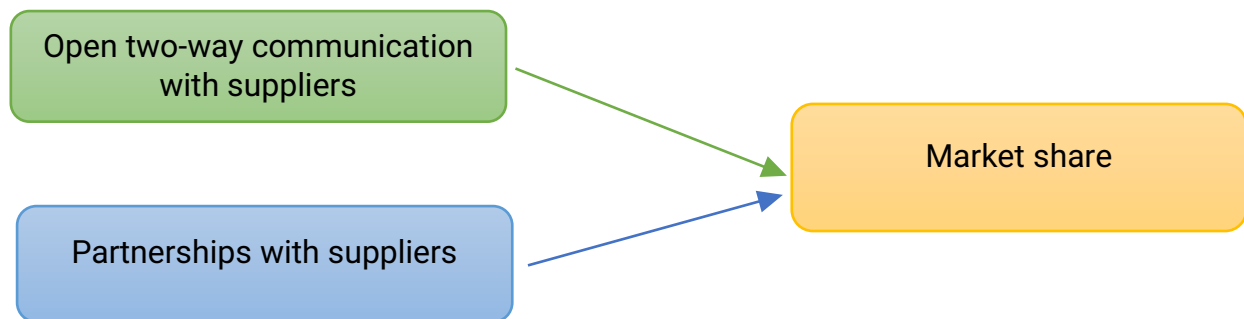


Figure 1.2: Conceptual framework on the relationship between SRM & performance (Poku, 2022)

The above Figure 1.2 shows the conceptual framework on the relationship between SRM & performance. According to Poku (2022), open two-way communication and entering into partnerships with the suppliers are key components of the independent variable, SRM while market share is a component of organizational performance that is enhanced by the two components. The conceptual framework said that an organization can foster positive relationship with the supplier if they have open lines for two-way communication with the suppliers and enter partnerships which leads to the production of good quality goods. Through the production of good quality goods because of receiving good quality raw materials timeously from the suppliers will help the firm to meet the expectations of the customers and have a competitive advantage in the market which leads to increased market share.

1.5 Research objectives

The study sought to achieve the following objectives.

1. To identify the supplier relationship management components in the organization.
2. To assess the influence of open two-way communication with suppliers on enhancing market share.
3. To suggest ipthe influence of partnership with suppliers on enhancing market share

1.6 Research questions

The study therefore answered the following questions.

1. What are the supplier relationship management components in the organization?
2. What is the influence of open two-way communication with suppliers on enhancing market share?
3. What is the influence of partnership with suppliers on enhancing market share?

1.7 Significance of the study

Firstly, the study sought to provide new theories on the concept of supplier relationship management and performance of companies in the Zimbabwean context. Prior studies did not look into the bakery sector of Zimbabwe hence providing an opportunity for this study through its findings and recommendations to come up with significant theories. Further, practically the study aimed at helping in the development of strategies and making rational decisions that are key in enhancing positive product-market performance through effective supplier relationship management in the Bakery sector in Zimbabwe and beyond. Also, the study helped the researcher to also develop key knowledge on the phenomenon under study that she will use in her future entrepreneurial endeavours.

1.8 Scope of the study

This study was done only focusing on the concepts of supplier relationship management and product-market performance of the company. It gathered primary data from staff members in the procurement department at Bakers Inn Harare and this will be made up of employees and management in the department. The study also gathered secondary data that was published between the years 2017 and 2023 while the researcher conducted the study in the year 2024.

1.9 Limitation of the study

The researcher faced obstacles in attaining authority from the firm's management to undertake the study due to various reasons such as fear of giving data to the competitors, but the researcher made use of the letter from the University to show the purpose of the study and ethical obligations.

Also, the respondents did not want to participate in the study because of fear being victimized but the researcher read to them ethical considerations guiding the study in order to make sure that their protection is ensured.

Time was another limitation as the researcher wants to attend lectures and study while there is need to gather accurate and rich data for the study. However, proper planning was done to make sure that there is adequate time for all school related activities which will be given top priority.

1.10 Assumptions of the study

The researcher assumed that all factors that have an effect on supplier relationship management and performance of the organization remains constant during the course of the study. Another assumption made was that primary data provided by respondents is accurate and truthful.

1.11 Definition of key terms

Organizational performance: This refers to the actual results that an organization attains as compared to the targets for instance in aspects such as profitability or market share or revenue generation

Market-product performance: This is the performance of an organization in the market as compared to the competitors measured through the products that are being offered for instance sales volumes and market share.

Market share: This refers to the portion that a firm control in the entire market and is measured as a percentage.

Strategic alliance: This refers to two or more firms joining resources in order to meet same targets for instance through partnerships and collaborations.

Supplier relationship management: This refers to the interaction that is between an organization and its suppliers.

1.12 Structure of the study

Chapter 1: Introduction part of the study which shows the study problem and research gap. It shows key components such as background of the study, statement of the problem as well as the study objectives, its significance to key stakeholders

and the scope of the study.

Chapter 2: Literature review shows the theoretical and empirical evidence to the study. It covers aspects such as an overview of the study variables, theoretical framework, empirical evidence and the knowledge gap.

Chapter 3: Research methodology which shows the manner in which the study gathers and analyses data. It shows the study design, study approach, target population, the sampling procedures, data collection instruments as well as their reliability and validity. It also presents the manner in which data was analysed and presented as well as the ethical considerations.

Chapter 4: Data analysis and presentation phase of the study starts with the responses rate and goes through to highlight the demographic characteristics of respondents, reliability and validity tests as well as the initial data analysis and presentation as per each study objective.

Chapter 5: Summary of findings, conclusions, and recommendations phase of the study and it concludes with the area for future researchers to explore which is directly related to this study.

1.12 Chapter summary

This first chapter of the study focused on providing a general introduction to the study which showed the research gaps and the problems at hand for the organization understudy. The chapter therefore did this through the background of the study and the statement of the problem. The research objectives and questions thus followed leading to the significance of the study to various stakeholders including the firms in the sector, scholars and the researcher. The scope that guides the study was illustrated together with the limitations and assumptions of the study while the chapter concludes with the structure for the entire study. The next chapter looked at the literature review showing theoretical and empirical underpinnings that explains the study.

CHAPTER 2

LITERATURE REVIEW

2.1 Introductions

In the first chapter of the study, emphasizes was on the introductory phase of the research which showed the problems that triggered it to be undertaken as well as what it seeks to achieve and how important it is to various stakeholders. This led to this second chapter of the study which is the literature review, and it primarily aims at showing the theoretical and empirical underpinnings of the study. The literature

review of this study therefore starts by illustrating the overview of the research variables and this will lead to the theoretical framework. The empirical review based on each study objective is also shown which will also lead to the knowledge gap to be explored by this study which provides a conclusion to the chapter.

2.2 An overview of supplier relationship management (SRM)

Supplier relationship management (SRM) is defined by Kroenke (2018) as a management approach that seeks at directing and monitoring all interactions between a company/organization with all its suppliers of inputs or raw materials. In order to understand the concepts better, it is essential to determine what a supplier is to an organization (Moore, 2020). A supplier therefore means any organization or individual that sells or provides something to the company which helps in their day-to-day business for instance: raw materials, equipment and stationery to mention a few (Moore, 2020). Therefore, the main aim of supplier relationship management is to enhance an improvement in the efficiency and effectiveness of inter-organizational processes, with the delivery of superior value to customers taking precedence.

Research has shown that in the 19th and 20th centuries, the customers were the main focus of organizations, but in the 21st century, the suppliers have grown in importance with the global sourcing of non-core operations (Gordon, 2022). In today's world, having good relationship with the suppliers comes with great advantages for the organization as they can help to enhance performance (Owen, 2021). Suppliers are key in ensuring that the organization receives good quality raw materials timeously at flexible paying terms hence ensuring the organization produces good quality products that can meet the needs and expectations of the customers in the market (Juan. 2022).

This is different from previous years whereby suppliers were handled adversarial with the focus only being on transactions (Gordon, 2022) This still exists in some organizations regardless of the growth of information communication systems (ICS), total quality management (TQM), and industrial restructuring which are meant to shift the buyer's behaviour from only being transactional to cooperative (Sheth & Sharma, 2022).

According to Webb (2017) the 21ST century is more characterized by more diplomatic

suppliers that are more reliant on their resource base and technologies. Organizations and businesses are also reliant more on suppliers in order to improve performance through lowered costs, increased quality of the final products that comes from good quality inputs and building innovative products and processes at a relatively faster rate than the competitors (Webb, 2017). Modern day suppliers have a great capability to add value to a company through provision of access to technology as well as markets, and information (Chen, 2019). As a results, firms have been compelled to handle suppliers in a strategic way and based on the above explanation, in this study the term has been defined and measured in prior empirical research and defines supplier relationship management accordingly.

Therefore, according to Olendo and Kavale (2016) SRM is a method and style of interacting or exchanging information by an organization with its suppliers. SRM is a comprehensive design made by an organization deliberately in order to define their demands from a supplier and managing the connectivity between the companies to reach the required necessities (Matunga et al., 2021). SRM plays a key role in bridging the gap between the organization and the customers or the end users of the product. A number of firms have faced difficulties regarding their network chains which has led to a loss of business (Stevenson, 2020). A recommendation was given in a study by Benah and Li (2020). that such firms find and implement SRM practices to ramp up their supply chain efficiency. According to Matunga et al., (2021) inefficiency and ineffectiveness in the supply chain system are major factors that causes deficiency in achieving its set targets and entities with an interconnected supply chain network process generated more revenue than others who paid less consideration to the supply chain process.

Mwangi (2017) states that there are five major measurements serve as SRM components which are:

1. Supplier quality improvement
2. Supplier lead time reduction
3. trust-based relationships with suppliers.
4. Supplier collaboration in new product development, and
5. Supplier partnership or development.

Further, by merging the similar characteristics of these various theoretical approaches, the author thinks that supplier relationship management is an interdependent relationship developed and nurtured through strategic collaboration to gain mutual benefits (Goodwill, 2020).

Supplier relationship management concentrates on how to create and maintain a long-term strategic relationship with suppliers in order to enhance corporate performance in a sustainable manner. In general, it explains the connection between the organization and the organization that is fostered by the later in order to make sure that they get input/raw materials that are of good quality at the exact time they are needed and with favourable terms of payment. The suppliers are also able to help the organization achieve its set targets through provision of key information and also enhancing innovation.

2.3 Overview of organizational performance

Holsapple and Wu (2011) states that key drivers of firm performance include various unique resources that are valuable, unique, difficult to copy, and irreplaceable by other resources mostly from competition. Furthermore, successful organizational performance plays a significant role in gaining a competitive edge. Most researchers agree on the conceptual framework but various yardsticks have been used in order to measure performance. Therefore, in this study, performance measurement index used are selected based on the study topic and objectives as supported by Echambadi et al., (2018).

There is financial performance which deals with monetary expected results for the business or organization. Tseng (2017) discovered that traditional financial measures such as return on equity (ROE), could not determine firms' performance differences. Conventional financial accounting measures for instance return on investment (ROI), earning per share (EPS) can also provide misleading signals about continuous improvement and innovation. Tseng (2017) posits that there are two types of performance control: internal performance, which is concerned with issues such as product quality, cost, benchmarked performance, and profit level, which compares customer satisfaction, quality cost, and operations to a standard, such as the industry norm or the practices of its leaders. There is also product-market performance which looks at how the products of the firm are doing in the market

compared to competition (Myers, 2022). It looks at aspects such as sales volumes and market share as well as the reputation or perception that customers have on the products or services of an entity (Coleman, 2022).

In this study, performance is measured using market share, which entails the portion of the entire market that a firm dominates, and it is measured using percentage (Owen, 2020). According to Kotler and Keller (2017), market share refers to the size of the entire market that the organization serves as compared to competitors and it shows also how well an organization is providing its offerings to the customers or end users. With market share, the organization can determine their position in the organization in the market therefore can come up with strategies or solutions to either maintain the pole position if they are the leaders or to overtake if they are trailers in the market.

Market share also helps to measure other performance measurements such as sales volumes, sales revenue and also reputation in the market (Kottler, 2016). It is stated that when a firm dominates the market share, it means that it will get more sales revenue from sales volume as compared to competitors hence this also shows that the firm has a positive reputation or perception in the market or by the customers (Kottler, 2016). Thus, in this study, market share was adopted as the performance measurement yardstick as it shows the dominance of the firm understudy in their bakery sector in Zimbabwe.

2.4 Theoretical framework

Theoretical framework is defined as the adoption of certain theories in order to help explain or predict a phenomenon understudy (Mugenda, 2019). It plays a major role in showing that the study is not coming from nowhere, but it has various theoretical underpinnings that helps to explain it (Saunders, 2017). In this study, the absorptive capability theory and core competency theory were adopted as the theoretical framework.

2.3.1 Absorptive capability theory

An absorptive capability refers to the ability of an entity to identify, digest, and utilize external knowledge to its advantage and it was first revealed by Cohen & Levinthal (1990). The theorist Cohen & Levinthal (1990) cited in Collins (2022) mentioned that only the sectors that have a great understanding on the past had a huge impact on

absorptive capability. As a result of that, a number of researchers have dedicated themselves to research absorptive capability and broadened the idea. In that context, Grant (2018) defined absorptive capability as the capability of evaluation, acquisition, integration and commercial use of external new knowledge by an organization in order to gain competitive advantage in the market at the same time achieving set goals. Absorptive capability encompassed the ability to learn and solve problems systematically with the help of key stakeholders of the business such as the employees, management, the customers and the suppliers of inputs (Collins, 2022).

When explaining the theory, Zahra and George (2017) posits that understanding is to digest knowledge, learn from others, and solve problems to generate new knowledge to come up with new ways of doing business which enhances performance. According to Zahra and George (2017), absorptive capability, which includes knowledge utilization ability, knowledge transformation, knowledge acquisition, and knowledge digestion ability, was a strong guarantee of organization competitiveness and success. In support of that view was Grant (2018) who alludes that absorptive capability was a dynamic capability embedded in organizational conventions and processes. It is key in helping the organization to improve through acquiring knowledge from both its internal and external environment that which will be used to be innovative thus further meeting the demands of the customers (Grant, 2018).

The theory explains also that this capability evolves along with a flexible rather than a fixed path of knowledge acquisition and utilization (Collins, 2018). This means that firms need not to be rigid or stagnant but rather be able to alter the way they interact with stakeholders in order to attain key knowledge important to their improvement.

The theory will be key in this study as it will show the importance of the company fostering good relations with the suppliers in which will result in them attaining from the market accurate knowledge and utilize it to dominate through sharing it with the suppliers to improve the quality of raw materials delivered to them. The theory explains the great role that suppliers play in providing key knowledge and capabilities to the firms which will in turn helps them to improve their performance through provision of good quality products that increases sale volumes and market share of the company.

2.3.2 Core competency theory

Prahalad and Hamel (1990) American scholars, were the first to develop the theory of core competence. Prahalad and Hamel (1990) defined a firm as "the set of capabilities" and this was demonstrated by its one-of-a-kind knowledge accumulation, which can be combined to form heterogeneous resources to gain a competitive advantage. Ductility, scarcity value, and difficulty to imitate all contributed to this heterogeneity. The notion of core competence broadens the scope of RBV theory. Coleman (2021) in support of the theory alludes that to produce core products and develop a set of final products, the source of sustainable competitive advantage lay within every connection of the value chain in internal organizational collective learning. The core competence theory was key in the study as it showed the importance of the firm being able to knowledge from its value chain specifically from suppliers in order to meet set goals and improve performance. Suppliers are a key component of the value chain hence they can help the firms to improve on their competence hence the suppliers can help firms to innovate, cut costs, meet market demands and these are all key in enhancing performance in factors such as: market share, profitability and revenue.

2.4 The supplier relationship management components in organizations

Supplier relationship management is done through a number of components or factors which have the ability to ensure that there is a close and productive interaction between the organization and the supplier (Mutiso & Ochiri, 2019). According to the result of a study undertaken on the influence of SRM on procurement performance on retail stores, one of the major components that enhances supplier relationship management is clear two-way communications between the organization and the suppliers (Mohamed, 2017). The two-way communication between the two parties is significant in developing new ideas and ways to improve timeous delivery of goods into the retail store from the suppliers hence eradicating shortages of good in the shelves (Mohamed, 2017). A study undertaken by Matunga et al (2021) in the public sector of Kenya showed that the adoption of Information and communication technology (ICT) in the procurement process has helped to enhance good relationship between the supplier and the buyers (organizations). The study concludes that through ICT techniques such as emails and video calls, information is easily shared and managed which is key in

enhancing performance of the buying organization through innovation. Nonetheless, other researcher has pointed out that sometimes there may be good communication between the two parties but the relationship can be poor due to one party not meeting its side of the deal (Cole, 2020).

Two-way communication is key in helping the business share information on their goals, what they expect from the suppliers and how they are going to also pay the suppliers while on the other hand, the suppliers can provide information on what they are going to offer the organization, how they are going to deliver them and term of payment (Gould, 2020). According to Dew (2021) sometimes the buyer may take too long to pay its dues hence causing squabbles with the supplier or the supplier may make a lot of delays or deliver poor quality goods which leads to poor relations (Cole, 2020).

In their study, Lee, Kim, & Joshi, (2017) states that SRM is enhanced mostly by the organization forming strategic alliances with their suppliers. The researcher defined strategic alliances as the joining of resources and capabilities between two or more organizations in order to achieve the same goal. This means that firms can enhance SRM through partnerships and collaborations with the suppliers. This was also in line with the view of Ha (2020) in the study on contribution of Supplier Relationship Management to Firm Performance in the food manufacturing sector in Japan which showed that partnerships are key in enhancing SRM. The study makes a conclusion that through partnerships, the two parties are able to brainstorm and set goals together hence work hand in hand in ensuring that suppliers help to enhance corporate performance. According to Chen et al., (2017) it is ideal for organization to go beyond just transactions with suppliers and take a step further to build partnerships to ensure the best quality inputs are attained and delivered through an improved understanding as well as relationship.

Morton (2020) in his study undertaken in the Wales showed that public services do not take any ideas from suppliers and focuses mostly on feedback from the end users of the services to improve service delivery. The study results that despite suppliers being initiators of good innovative ideas, they are mainly ignored by business because of lack of knowledge on how they can improve production and quality of finished goods.

Adesanya et al (2020) in their study in the tobacco sector pointed out that the major SRM component is the formation of trust-based relationship between the organization and the suppliers. The group of researchers alludes that it is of great importance for the firm to have trust that the supplier will provide good quality products as expected and also the supplier should trust that the firm will pay its dues as per expected and agreed. Further, Anderson (2020) posits that the organization should thrive to foster a relationship that is based on trust with the suppliers hence leading to benefits such as attaining inputs on credit which ensures continued productivity and meeting the demands of the customers.

According to Muriel (2021), business mostly in the private sector do not see the need to engage with stakeholders such as suppliers in social events. Social events are key in fostering good 'friendships or relationships that smoothens the way the parties conduct business. Further, this was also in line with the view of Foster (2022) who points out that interactions in social events is a major strategy to enhance relations with suppliers and in such events, the business can strike good deals with suppliers that can be negotiated without pressures of formal meetings.

2.5 The influence of open two-way communication with suppliers on enhancing market share of firms.

Two-way communication has been identified by studies as one of the major factors that enhances good relations within an organization and also for the organization and its external stakeholders such as customers as well as suppliers (Shaw, 2018). According to Byron (2019) open two-way communication refers to the exchange of information between two or more parties and it involves sending and receiving messages or information through various platforms such as: face to face in meetings, through the telephone or through mails amongst others. In SRM, open two-way communication has also been regarded as a key component that is key in ensuring that the organization attains key information and also give directive to the supplier with regards to the inputs (Gordon, 2021). According to Gordon (2020), this helps to make sure that the organization set the record straight on its expectation regarding the supply of raw materials in the same process being able to produce good quality products that meets the demands of the customers. This plays a major role in improving market share through attracting and luring more customers.

In the same context, Olusanya (2018) in Nigeria postulates that two-way open

communication as a major component of SRM has a positive influence on enhancing market share of firms in the food manufacturing sector in Abuja. The researcher in their study found that two-way open communication helps businesses and their suppliers to deliberate on the best ways the former can attain good quality inputs which are essential in producing good quality final products that are high demanded in the market hence improving market share of the business. This was also supported by another quantitative study undertaken in Nigeria on the relationship between SRM and corporate performance in the textile sector which showed that two-way open communication with suppliers has been the mother of all innovation for businesses and has enhanced an improvement of market share (Odemwinje, 2021). The study results by Odemwinje (2021) explained that through exchange of information, the business and suppliers can determine the new ways of using raw materials which can improve the quality of the final product which enhances its performance in the market thus leading to improved market share.

Further, Mwangi (2017) in their study on the supplier relationship management and operational performance of sugar firms in Kenya, showed that open two-way communication helps to enhance effective SRM which is essential in enhancing an increase in the market share. The study was undertaken on 120 small to medium enterprises (SMEs) and found that firms that exchanges information with the suppliers can negotiate for timeous delivery of inputs in good quality and expected quantity which helps to enhance productivity, helps the forms flood the market or meet demand hence improving market share.

According to Taylor (2019), through two-way communication, suppliers can provide the business with key innovative ideas on how best they can turn the raw materials into finished good efficiently. This is important also in helping the business to eventually reduce costs of production at the same time improving the quality of goods produced which can be sold at a lower price in the market and lure more customers from competition.

Mburugu & Senelwa (2021) found out that two-way open communication with suppliers helps firms to enhance market share through eradicating shortages of the products in the market hence taking advantage of competitions that are not able to serve greater markets. The study was undertaken in Kenya on the effect of buyer-

supplier relationships on procurement performance in 80 food manufacturing firms in Nairobi. The conclusions of the study showed that suppliers can be communicated with to agree on when raw materials which is key in ensuring that productivity continues and there are no shortages in the market hence also being able to lure customers from competition who have low production capacity.

However, some other studies have showed that even when there is two-way open communication, there may be misunderstanding between the organization and the suppliers of inputs hence leading to delays which negatively affects productivity and market share (Paulsen, 2020). According to Myers (2021) two-way open communication is only beneficial when the supplier supports the goals of the organization hence, they act in a manner that helps to move towards attaining the set goals.

2.6 The influence of partnerships with suppliers on enhancing market share of firms

Amoako-Gyampah et al. (2019) carried out a study that analysed the relationships between SRM and firm performance (FP) looking at financial performance. The study was conducted in Ghana and 250 questionnaires were distributed to the respondent, and a total of 185 were returned. The questionnaires were distributed to firms and operations management department, and the results showed that there is a positive relationship between supplier relationship management component of partnership and firm performance of the firms in form of sales revenue. Moreover, the study results showed that firms stand to gain more from investments in partnerships with suppliers as it enhances innovation, improved quality of final products and this helps to retain and lure customers thereby leading to increased market share.

Another study in Kenya by Kosgei (2016) evaluated on the impact of supplier relationship management on organizational performance. The cross-sectional study with a sample of 82 respondents was taken in Kenya and adopted partnerships with the suppliers as its independent variable and looked at profitability as the performance measurement variable. The study also found a significant way for companies to enhance their performance by correctly applying SRM strategies specifically entering partnerships with the suppliers which helps to make sure that good quality raw materials are delivered, the firms can produce good quality competitive products that can attract new customers hence leading to increased

sales revenue. Kosgei (2016) also pointed out that firms can therefore attain profitability through lowering costs which results from having flexible payment plans with the suppliers.

Adesanya et al. (2020) also explored how tobacco manufacturing companies can improve sustainability through effective supplier relationship management (SRM). The research used a single case study of a multinational tobacco company. Semi-structured interviews were conducted with respondents from the firm who are acquainted with sustainable SRM in the tobacco lobby and are using various techniques to enhance sustainability performance. This paper's findings emphasize the significance of a procurement team's ability to collaborate and enter partnerships with their suppliers of raw material and therefore made a conclusion that partnerships with suppliers helps firms to improve performance in the following factors:

1. Market share
2. Profits
3. Sales volume
4. Sales revenue
5. Reputation in the market

Geoffrey et al. (2019) investigates the effects of supplier relationship management on firm performance in Kenya. Their study adopted a descriptive survey design to establish to which extent the independent variables affected firm performance in state corporations in Kenya. Both quantitative and qualitative data were used in the study. The sample size for the study was 80. The data were analysed using SPSS version 23 and Excel 2016 to obtain quantitative measures of the study. The study of the findings indicates that supplier evaluation, collaboration trust, and supplier development had a positive statistical relationship on procurement performance in state corporations in Kenya. The study recommends more stringent measures to ensure the contractual obligations of suppliers are met.

On the other hand, it was also noted that partnerships with suppliers are only key in enhancing the ability of the firm to receive raw materials that the expect for

production, but the performance of the business depends on other factors (Muriel, 2022). It was stated by Kiarie, Ngugi and Rajab (2021) that performance of the firms is mostly influenced by factors such as:

1. Marketing strategies
2. Demand of goods and services in the market
3. Corporate governance
4. Changes in the macro-economic environment

2.7 Knowledge gap

The above literature that was reviewed in this study explained the relationship between SRM and performance of various forms of organizations. A look at the literature above, it is evidenced that the literature emanated from various countries such as retail, food manufacturing and textile sector. It also emanated from countries across the globe such as Kenya, Nigeria, Ghana and China. This showed a significant knowledge gap that this study sought to explore as the literature never looked at the bakery sector in Zimbabwe. Thus, through this study, theories and empirical review will be developed in the context of the relationship between SRM and performance of firms in the bakery sector in Zimbabwe. This will be used in the future by other researchers and scholars for academic purposes as well as other key stakeholders for decision making purposes in the sector.

2.8 Chapter summary

This second chapter of the study is the literature review, and it primarily aimed at showing the theoretical and empirical underpinnings that guides and explains the phenomenon under study. The literature review of this study therefore started by illustrating the overview of the research variables: SRM and organizational performance. This led to the theoretical framework in which the study adopted the absorptive capability theory and core competency theory. The empirical review based on each study objective was also shown which then led to the knowledge gap to be explored by this study and this provided a conclusion to the chapter. The next chapter of the study presents the research methodology which explains how the study gathered and analysed primary data that answered the research questions.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introductions

The previous chapter of the study focused on the literature review hence showing already existing data, theories and empirical review that guided the research. This led to this third chapter of the study which is the research methodology, and it shows the strategies and methods used to gather and analyse data that answers the research questions. The chapter first shows the research philosophy which paves

way for the research design and the research approach. The target population and the sampling procedures are also illustrated followed by the data collection instruments, the reliability and validity of the instruments as well as the strategies used to analyse and present data. The chapter then concludes with the ethical considerations applied in the study to protect all stakeholders of the study.

3.2 Research philosophy.

A research philosophy is defined by Mugenda (2019) as the worldview or the perception that the researcher has on the phenomenon under study, and it shapes the manner in which data will be gathered and analysed. There are various types of research philosophies which includes: interpretivism, constructivism and pragmatism research philosophy which is adopted in this study. The pragmatism research philosophy entails a researcher having more than one perception on the phenomenon under study which is different from constructive which focuses only on quantitative aspects of the study and the interpretivism which only looks at the qualitative side of the research. In this study, the pragmatism research philosophy was adopted due to the research objective that encompassed both qualitative and quantitative aspects. It also played a key role in gathering rich data, both qualitative and quantitative for further analysis therefore ensuring that the two data sets worked as complements to show a clear picture on the ground.

3.3 Research design

According to Cresswell, (2017) a research design refers to the roadmap or a blueprint of the study that shows the direction in terms of how the study should be conducted by showing where the study is coming from and where it is heading which is also because of the research philosophy. This study therefore made use of the explanatory embedded mixed methods as a research design as it is appropriate when conducting a mixed methods research since it has the ability to allow conducting a concurrent analysis of data (Newman, 2018). Explanatory embedded mixed methods research design entails collecting both qualitative and quantitative data simultaneously with a predominant method in this case qualitative being embedded into the dominant quantitative approach in a manner that the two approaches answer different sets of research questions. Explanatory embedded research method was also used in this study due to its ability to enable the researcher to collect and analyse both qualitative and quantitative data and this also

works well when the research objectives are both qualitative and quantitative as that from this study.

3.4 Research approach

This study thus adopted a mixed methods research approach which is whereby the researcher uses both the types of research that is both qualitative and quantitative research (Zickmund, 2013). This was done to utilise the strengths that comes from both the two research approaches, address complexity of problems by combining the two and there is more insight gained from using both approaches in the same research. This approach enabled the researcher to exploit the study from different angles and perspectives through utilising both types of research as quantitative methods provide a reliable, statistically verified result. The quality of work of the researcher in such methods can be easily verified, the research is repeated with obtaining the same result and qualitative methods allows the researcher to have an understanding on what is difficult to isolate and compute with the help of quantitative methods since they allow you to penetrate the essence of phenomena (Creswell, 2017)

3.5 Target population

A target population is the entire number of elements or of the units of a particular study which serves the purpose of providing the participants of the study as they are drawn from the populations (Saunders, 2016). This study chose its target population mainly based on the knowledge that the participants have on the concept of supplier relationship management and also on the performance of the company. There the target population in this study was made up of 30 elements who are management and employees in the procurement department of the company at the Harare production plant. The target population is shown below in Table 3.1

Table 3.1: Target population

Description	Target population
Employees	25
Management	5
Total	30

Source: Field work (2024)

3.6 Sampling procedures

In research, on most occasions it is hard to gather data from the entire target population due to several reasons such as fatigue, time constraints and unavailability of the elements during the data collection phase (Ogula, 2015). It is however key to narrow down the target population into a smaller group of elements known as the sample and this should represent all the characteristics of the target population.

3.6.1 Sample size

The sample size for this study was established not from the blues but it was guided by the Kredjicie and Morgan Model which helped to make sure that the sample size was large enough to represent the target population. The Kredjicie and Morgan model shows various specific sample sizes that are able to represent specific target population sizes. For this study, the sample size of 28 was established from a target population of 30 elements as shown below in Table 3.2 below.

Table 2 **Table 3.2: Kredjicie and Morgan Model**

Target population	Sample size	Target population	Sample size	Target population	Sample size	Target population	Sample size
10	10	100	80	1 250	294	6 000	361
15	14	200	132	1 500	306	7 500	366
20	19	300	169	2 000	322	10 000	370
30	28	400	196	2 500	333	15 000	375
40	36	500	217	3 000	341	20 000	377
50	40	600	234	3 500	346	30 000	379
60	44	700	248	4 000	351	40 000	380
70	59	800	260	4 500	354	50 000	381
80	66	900	269	5 000	357	75 000	382
90	73	1 000	278	5 500	359	1 000 000	384

Source: Mugenda (2019)

As show above, when a target population is made up of 30 elements then the sample size can only be reduced to 28 elements. In this study, the distribution of the sample size was shown below in Table 3.3.

Table 3.3: Sample size

Description	Sample size
Employees	23
Management	5
Total	28

Source: Field work (2024)

3.6.2 Sampling technique

Sampling techniques refers to the strategies that are adopted in a study in order to select the elements for the sample (Burns and Groove, 2015). There are two main forms of sampling techniques which are: probability sampling and non-probability sampling techniques with the former using randomness to select the elements and the later using the judgement of the researcher to achieve same. The probability sampling is undertaken using various methods such as: simple random sampling and stratified sampling methods while the non-probability sampling adopts strategies such as judgemental sampling and snowball sampling amongst others. This study therefore adopted both the probability and non-probability sampling technique using the simple random sampling method and judgemental sampling methods.

3.6.2.1 Simple random sampling

Simple random sampling technique was adopted in this study to select elements or respondents in form of employees from Bakers INN in the bakery sector in Zimbabwe who provided quantitative data to the study. Forzano, (2011) stated that a simple random sampling is a straightforward probability sampling technique which is ideal for selecting a sample from a population for a wide range of purposes. This technique entails that each member of the population has equal chance of being selected to participate in the study as part of the sample. Simple random sampling technique was key in this study to eliminate bias from the selection procedure as every element of the population can be selected and it results in representative samples. It also played a major role in saving time when selecting homogeneous elements.

3.6.2.2 Judgemental sampling

The research also made use of the judgemental sampling technique in selecting

management at Bakers INN who provided qualitative data to the study. According to Dudovskiy (2018) judgemental sampling technique entails choosing subjects that are in the best position to give data that is required for the particular study and in this case, it was adopted to choose subjects in the management position to provide data that is in line with supplier relationship management and also on the performance of the company. The basis for this judgement is that the management in the sector have vast knowledge on two concepts therefor there can provide rich and good quality data in that subject area that is relevant for this study (Saunders, Lewis and Thornhill 2012).

3.7 Data collection instruments

Data collection instruments refers to the tools that are used to gather data from the elements of the study for further analysis. There are various types of data collection instruments which includes: questionnaires, interviews and interviews in which this study used questionnaires and interviews to gather quantitative and qualitative data respectively.

3.7.1 Structured questionnaires

This study used structured questionnaire to collect primary data from the employees in the procurement functional area of the company. Structured questionnaires are also known as closed ended questionnaires were adopted for this study and they present a set of questions that comes along with predefined responses which the respondents can choose from (Morrison, 2019). Structured questionnaires were adopted for purposes of data collected in this study as they are time saving which allows the respondents to complete the questionnaire in the least possible time as they may be tied up on work duties. Structured questionnaires also plays a key role in enabling easy data analysis. The structured questionnaire adopted the use of a likert scale which Morrison (2019) described as an instrument that is used to collect data for scaling responses when carrying out a study. It is an ordinal scale that come along with qualitative variations of a certain subject, and these are setup in an orderly manner or sequence from the least to the most.

3.7.2 Interviews

This study further adopted semi structured interviews to collect data from management in the procurement department in the organization since the research has elements of qualitative approach and this technique provided the researcher

with the leeway to obtain primary data by asking face to face and direct questions to the management in relation to corporate governance practices in their respective companies whilst recording or taking down notes on the responses from the management. The main advantages of semi structured interviews were that they are reliable and are comparable data collection technique (Saunders, 2017). The interview lasted between 5-15 minutes with the respondents being given ample time to explain their responses and the researcher also managed to check for non-verbal cues of the respondents which were key in determining their mood towards the questions.

3.8 Reliability

Saunders (2017) states that in research reliability refers to the ability of the research instruments to have internal consistency or reproducibility. This entails the degree to which the research instruments can produce the same results if they are tested at different intervals. The research instruments should be able to be consistent in a way that they can obtain the same nature of responses about the phenomenon at separate time intervals and this is important in this study as the data collection was done at different time intervals. Therefore, this study adopts Cronbach's Alpha, and a pilot study was conducted to determine the reliability of the data collection tools.

3.8.1 Cronbach Alpha tests

According to Kumar (2016) research questionnaires should attain a 70% and above reliability to ensure consistency in the research instruments, and this also helps to reduce bias in the questions asked. A Cronbach's Alpha was used in this study to test the reliability of the research instruments specifically the structured questionnaire and the results should be over 0.7 or 70% to be deemed reliable. The SPSS V23 software was adopted to conduct a Cronbach's Alpha test and the results are shown in the Tables produced by the software for further interpretation.

3.8.2 Pilot study

The study also determined the reliability of the two research instruments by conducting a pilot test or a pre-study on the sample before collecting primary data on a large scale. According to Cope (2015), a pre-study refers to the collection and analysis of data from a few subjects of the sample to determine the reliability of the research instruments. In this case, a pre-study was conducted with 6 respondents on the structured questionnaire and 2 respondents on the interviews. This played a key

role in showing grey areas where the research questions can be improved. Piloting in this study was done by Mugenda, (2019) plan which was adopted by Saunders et al (2012) for questionnaire piloting which includes the following aspects:

- ❖ Time is taken to complete the questionnaire.
- ❖ To check ambiguity in the questions
- ❖ Identification of vague questions
- ❖ Identifying questions that possess difficulties in answering.
- ❖ Identifying any area that was omitted by participants.

Determining these key aspects plays a key role in restructuring the research instruments to ensure reliability which is also significant in helping the study achieve results that are accurate and relevant.

3.9 Validity

Validity refers to the extent to which the research instruments can measure what they are intended to measure that is the degree to which the instruments perform their intended purpose of measuring a phenomenon (Saunders, 2017). Validity is crucial in research because it leads to accuracy and ensures that the research questions are well answered. The research instruments should be made of questions in line only with the phenomenon under study and this helps in making sure that the responses are only regarding the research phenomenon under study. This study adopted the Sample Adequacy Analysis to ascertain the validity of the structured questionnaires used to collect data. Further, simple, and basic wording in the questions without the use of technical jargon plays a key role in helping the respondents to understand the questions being asked.

3.10 Data analysis and presentation

Data analysis refers to the process of scrutinizing the collected data so that a meaning can be drawn out of it and turn it into information that can be useful after it has been interpreted (Kumar, 2018). This study used of Microsoft excel and SPSSV23 to analyse the data collected from the respondents in the sector which was collected using structured questionnaires. Quantitative data was analysed using frequencies and correlations statistics and will also use themes that emerges from

interviews to analyse qualitative data through thematic analysis. The study findings were presented using Tables and Figures.

3.11 Ethical considerations

Ethical considerations in research are important as they play a key part in making sure that all the stakeholders involved are not caused any harm during the study (Groove et al, 2015 & Creswell 2017). The researcher played a role in making sure the research was conducted in a manner that did not leave any party involved worse off than the other and certain ethical considerations were put in place and religiously followed by the researcher and key stakeholders in the study such as the teachers, school authorities, ministry and other people involved. In this study the researcher first obtained ethical clearance from the university as well as getting permission from the relevant authorities' from at Bakers INN. Several ethical considerations were put into practice in this study during the research to make sure that the study is carried out in a manner that does not include lies, threats, or misrepresentation to all its stakeholders which have caused danger to their livelihood and wellbeing. Amongst the ethical considerations put forth in this study during data collection include anonymity of the names of the respondents, not representing the purpose of the study or threats to lure them into participating and not invading the personal space of the respondents.

3.12 Chapter summary

This third chapter of the study was the research methodology, and it showed the strategies and methods used to gather and analyse data that answers the research questions. The chapter first showed the research philosophy which paved way for the research design and the research approach. The target population and the sampling procedures were also illustrated followed by the data collection instruments, the reliability and validity of the instruments as well as the strategies used to analyse and present data. The chapter then concluded with the ethical considerations applied in the study to protect all stakeholders of the study. The following fourth chapter of the study is the data analysis, presentation, and interpretation.

CHAPTER 4

DATA ANALYSIS, PRESENTATION AND INTEPRATATION

4.1 Introduction

The previous chapter illustrated the research methodology and showed how the study gathered and analysed primary data from the respondents. This took the study to this fourth chapter which is the initial data analysis, presentation, and analysis phase. This chapter first shows the responses rate from the elements of the sample which paves way for the demographic characteristics of the respondents. It also shows item analysis which measures the reliability and validity of the questionnaires and goes on to show the initial data analysis with the aid of frequencies, correlations statistics . Secondary data is used to further explain the results from the analysis which are shown in Tables and Figures.

4.2 Responses rate

The study sought to gather data from employees and management at Bakers using questionnaires and interviews respectively. It was important in this study to gather data from majority of the intended respondents to make sure that the data collected represents the entire population. According to Mugenda (2019) in some cases, a researcher cannot gather data from all intended respondents because of time

constraints or some of the respondents may not be willing to participate in the study but it is also important to gather data from majority of the respondents. Therefore, the responses rate of this study is shown below in Table 4.1.

Table 4. 1 Response Rate

Description	Instruments	Administered/attempted	Returned/successful	Responses rate
Employees	Questionnaires	23	23	100%
Management	Interviews	5	5	100%
Total		28	28	100%

Source: SPSS data output (2024)

As shown above in Table 4.1, the study managed to attain a 100% responses rate as all of the intended respondents managed to participate and provide primary data to the study. This also showed that the results from this research were generalized to the entire bakery sector in Zimbabwe which was supported by the view of Saunders (2017) which states that a responses rate that is above 75% in a mixed method study is acceptable and results it produces represents the entire target population. On the other hand, Creswell (2017) postulates that a study that has less than 100 elements should attain a 100% responses rate to produce results that represents the entire population of the study. Therefore, the 100% responses rate of this study helped to produce results that represented the entire population.

4.3 Demographics

The first section of the data collection instruments asked the respondents to highlight their demographics characteristics. This was key in showing the knowledge and experience that the respondents had regarding the phenomenon understudy and helped to show the ability of the respondents to provide accurate responses. The respondents were first asked to highlight their gender followed by their highest level of academic qualification and their working experience in the Bakery. The results were shown below.

4.3.1 Gender

The staff at Bakers Inn was first asked to show their gender which aimed at showing dominants in terms of recruitment in the business. Through the results, the study determined that a single gender has more experience than the other in the bakers

due to their involvement in supplier relationships. The results were shown below in Table 4.2.

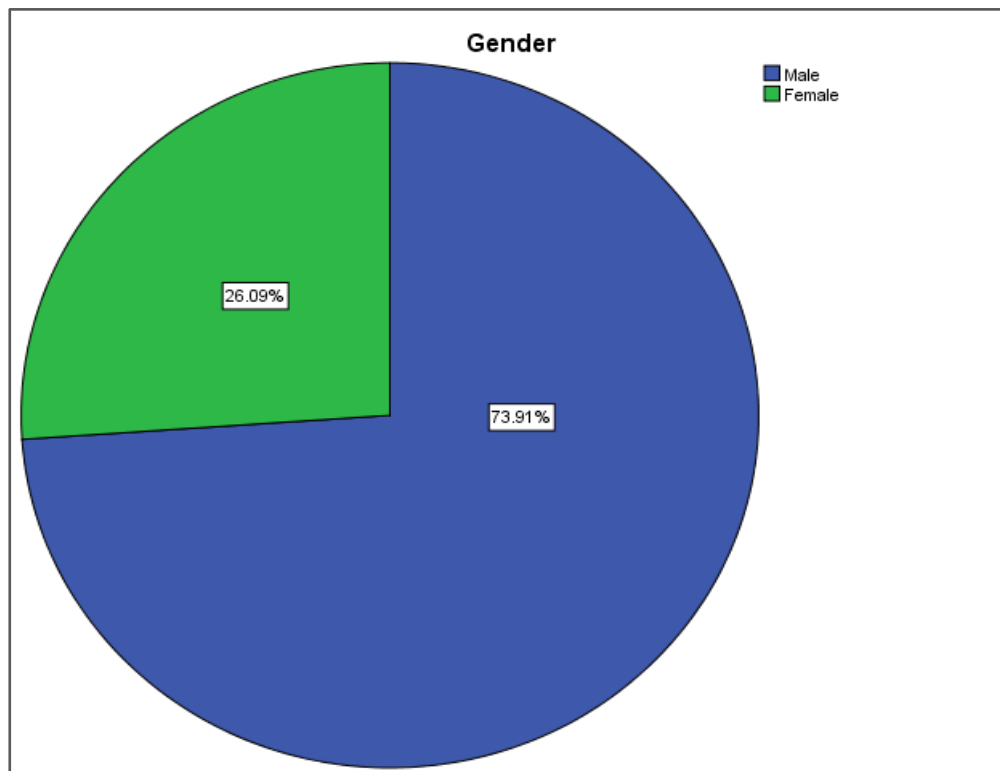


Figure 4. 1 Gender aggregation of respondents

Source: SPSS data output (2024)

The above results shows that majority of the staff members at the bakers were males who occupied 73.91% while their female counterparts occupied 26.09%. The results showed that the business employs more males than females and this may be because of the nature of the jobs in the bakery that demands physical strength and masculinity. According to Hamper (2018) bakeries are also factories that manufactures baked food staff, majority have a continuous production line that runs for 24 hours and 7 days a week hence demands physicality which is deemed to be more present in males than in females. Therefore, in this study, it was shown that males had more knowledge and experience in the aspect of supplier relationship management as compared to females.

4.3.2 Highest level of academic qualifications

The respondents were also asked to show their highest level of academic

qualifications which was key in also determining their in-depth knowledge and understanding on the study variables. The results were shown in Figure 4.2.

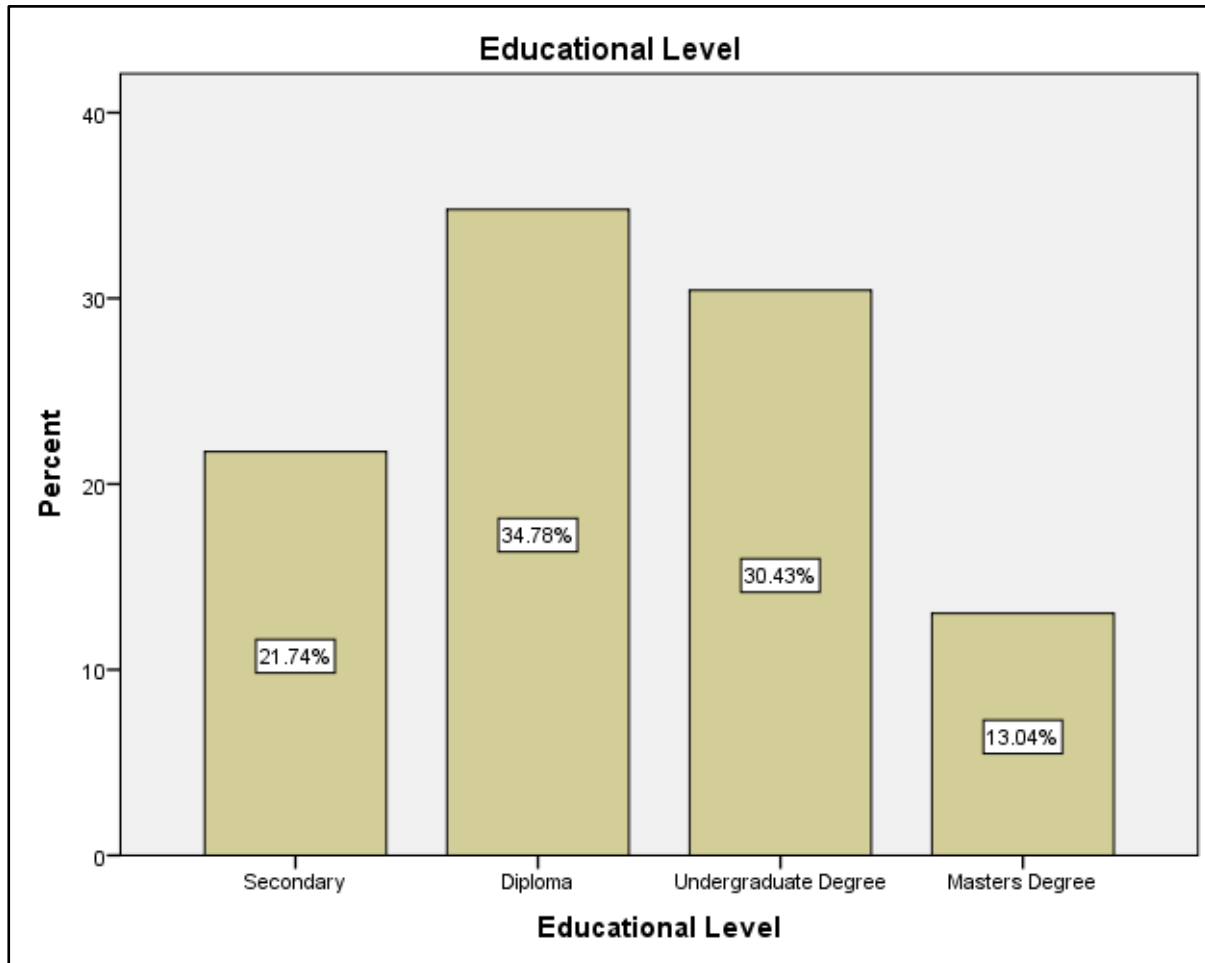


Figure 4. 2 Level of Education of Respondents

Source: SPSS data output (2024)

The above Figure 4.2 showed that amongst the staff members at the bakery, 21.74% held secondary school certificates while majority represented by 34.78% held diploma, 30.43% were holders of undergraduate degrees and the least 13.04% held master's degrees. These results showed that the firm is dominated by people who have tertiary education certificates hence they had the opportunity learn about the phenomenon of supplier relationship management and corporate performance. This was also in line with the view of Shaw (2019) who alludes that tertiary education mostly instil in depth knowledge on certain subject matters and helps to enhance high level understanding on all subjects learned. In this study, majority of the respondents held diplomas, undergraduate degrees and master's degrees which means that they understand the subject of supplier relationship management and also corporate performance.

4.3.3 Working experience.

Lastly, the respondents were asked to show their working experience in the organisation which aimed at showing the amount of time they have been involved in the phenomenon under study. The notion here being that the longer the working experience, the more one has interacted with suppliers hence can provide rich data to the study. The results were shown below in Table 4.2

Table 4. 2 Years of Experience of respondents

Working Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<1 year	8	34.8	34.8	34.8
	2-3 years	6	26.1	26.1	60.9
	4-5 years	5	21.7	21.7	82.6
	>6 years	4	17.4	17.4	100.0
	Total	23	100.0	100.0	

Source: SPSS data output (2024)

The above Table 4.2 showed the working experience of the staff members in the bakery and according to the results, majority of the respondents, 34.8% had been working in the organization for a period that was 1 year and below. This showed that majority of the staff members in the business have little working experience and do not have much experience in fostering and maintaining supplier relations. Further, the results also showed that 26.1% had an experience spanning between 2-3 years and 21.7% had been working in the business for a period between 4-5 years. Thus 85% of the staff members in the firm have a short-term tenure in the business which shows little experience in practical aspects and according to Mugadza (2020) most firms in Zimbabwe provides short term contracts to employees in order to save costs but do not consider the importance of having an experienced workforce with medium term or long-term working tenure. The rest of the staff members, 17.4% in this study had been working in the firm for 6 years and above which shows that a few have sound experience regarding suppliers' relationship management.

4.4 Item analysis

According to Burns and Groove (2015), item analysis entails measuring reliability and

validity of research instruments. It plays a major role in ensuring that the data that is collected is accurate and not biased hence also helping to make sure that the results produced are precise. This study therefore first measured the reliability of the questionnaire followed by the validity as shown below.

4.4.1 Reliability test

The study used the Cronbach Alpha with the aid of the SPSS data analysis software to determine the reliability of the questionnaire. The SPSS guide explains that questionnaires are deemed reliable when the Cronbach test produces results that are above 0.7 which shows that the questionnaires were consistent. The results were shown below in Table 4.4.

Table 4. 3 Cronbach Alpha

Case Processing Summary		
	N	%
Cases Valid	30	95.0
Excluded ^a	5	5.0
Total	25	100.0

a. Listwise deletion based on all variables in the procedure.

Source: SPSS data output (2024)

Reliability Statistics

Cronbach's Alpha	N of Items
.976	19

Source: SPSS data output (2024)

The results in the above Table 4.3 showed that the reliability index is 0.976 which was above 0.7 threshold and proved questionnaire was reliable as any figure that is under 0.7 means that the questionnaire is unreliable (Mugenda, 2019).

4.4.2 Validity test

The study further used the sample adequacy to measure the validity of the study instruments. A Sample Adequacy analysis was used to test the validity of the questionnaire with the aid of the Kaiser-Meyer-Olkin (KMO). The test measured

sampling adequacy for variable in the model and for the complete model, the SPSS23 help desk also explains that KMO values between 0.8 and 1 shows the sampling is adequate and values below that shows sampling is inadequate. The findings were shown below in Table 4.5

Table 4. 4 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.992
Bartlett's Test of Sphericity	Approx. Chi-Square	10.852
	df	12
	Sig.	.9832

Source: SPSS data output (2024)

The results in Table 4.4 showed KMO results were 0.983, this was between 0.8 and 1 hence showing the sampling was adequate and the questionnaire was valid. More so, this also means that the structured questionnaires were successful in measuring what they were intended to measure.

4.5 Data analysis

The study then undertook an analysis of the primary data collected using questionnaires and interviews which helped to answer the research questions. The analysis of data was undertaken as per each study objective with frequencies and themes were used to analyse the data from the first objective while on the other hand, the last two objectives where quantitative and correlations statistics were adopted to undertake the analysis. Secondary data was also used to support the results from the quantitative analysis as shown below.

4.5.1 The supplier relationship management components in the organization

The first objective of the study sought to determine the supplier relationship management components adopted at Bakers Inn. The respondents were asked to highlight the components that they adopt to manage relationships with suppliers in the organization and the results are presented below in Tables and themes below.

Table 4. 5 Two-way communication with suppliers

Two-way Communication			
Frequency	Percent	Valid Percent	Cumulative Percent

Valid	Strongly Disagree	4	17.4	17.4	17.4
	Disagree	2	8.7	8.7	26.1
	Neutral	1	4.3	4.3	30.4
	Agree	2	8.7	8.7	39.1
	Strongly Agree	14	60.9	60.9	100.0
	Total	23	100.0	100.0	

Source: SPSS data output (2024)

The above Table 4.5 showed the results pertaining the components of supplier relationship management adopted at Bakers Inn bakery in Zimbabwe. The results showed with regards to the adoption of two-way communication, majority of the respondents represented by 60.9% strongly agreed to that view and were supported by 8.7% that agreed while 5 remained neutral. These were opposed by 17.4% that strongly disagreed and 8.7% that disagreed to that notion. With this regard, these results showed that the business and the suppliers share information mostly in line with ordering inputs, delivery, and payment terms which fosters good relations. According to Matunga et al (2021) in their study in the public sector of Kenya showed that the adoption of Information and communication technology (ICT) in the procurement process has helped to enhance good relationship between the supplier and the buyers (organizations). The study concludes that through ICT techniques such as emails and video calls, information is easily shared and managed which is key in enhancing performance of the buying organization through innovation.

The study also conducted interviews with management at Bakers Inn and asked if there is two-way communication with the suppliers. All of the respondents during the interview sessions pointed out that there is in exchange of information with the suppliers through various platforms such as emails, phone calls and during the peak of the covid-19 pandemic, video conferences were also adopted to handle meetings with suppliers. Some of the respondents were recorded saying the following:

"The communication with the suppliers here is always two-ways. We allow them to share key information with us especially on the delivery times and how they want to be paid so that we liaise and achieve a mutual benefit" Respondent 1

"We receive a lot of responses from the suppliers of raw materials, and it is important for us to make sure that we agree on certain issues that helps to enhance performance of the business" Respondent 2

“Two-way communication has helped us to be in good books with our suppliers. We have built a good level of understanding through exchanging information and during covid-19 we never stopped meeting virtually to discuss matters of business”-

Respondent 3

Therefore, it is shown above that two-way communication with suppliers is adopted in the organization. The two-way communication is important in fostering good relations with the suppliers.

Table 4. 6 Supplier Partnership

		Supply Partnership			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	14	60.9	60.9	60.9
	Disagree	2	8.7	8.7	69.6
	Neutral	1	4.3	4.3	73.9
	Agree	2	8.7	8.7	82.6
	Strongly Agree	4	17.4	17.4	100.0
	Total	23	100.0	100.0	

Source: SPSS data output (2024)

Further, the results in Table 4.6 shows that with regards to the notion that suppliers are partners to the business, majority of the respondents, 60.9%, strongly disagreed to that view and were reinforced by 8.7% that disagreed. On the other hand, 17.4% of the respondents strongly agreed to that point of view and were supported by 8.7% that agreed. The results showed that the business does not treat the suppliers as partners which is key in enhancing long term relationships. Rather, suppliers are regarded as only provided of inputs and can be replaced at any given time. Treating suppliers as partners is a keyway that enhances long term relations and helps an organization to be innovative. According to Lee, Kim, & Joshi, (2017) SRM is enhanced mostly by the organization forming strategic alliances with their suppliers. The researcher defined strategic alliances as the joining of resources and capabilities between two or more organizations to achieve the same goal. This means that firms can enhance SRM through partnerships and collaborations with the suppliers.

In interviews with the management, it was also revealed that there are no alliances

with the suppliers especially through partnerships. The business just orders and pays for inputs and pay the bills therefore do not go beyond that.

"We have not partnered any of our suppliers, we just set a boundary on transacting for raw materials that we use for our production and inputs for operation"-

Respondent 1

"Here we just keep it basic with the suppliers. We place orders on their offering, they deliver, and we pay them. Nothing more and nothing less"-Respondent 2

"Our suppliers are many and its hard to partner them all. The idea is to make sure we do business and benefit mutually without extra demands or expectations"-

Respondent 4

These results proved that there is not any sort of partnership-based relationship between the organization and the suppliers. Rather, the organization and the suppliers just transact and never go beyond that.

Table 4. 7 Business Ideas from partners

Business Ideas from Partners					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	14	60.9	60.9	60.9
	Disagree	2	8.7	8.7	69.6
	Neutral	1	4.3	4.3	73.9
	Agree	2	8.7	8.7	82.6
	Strongly Agree	4	17.4	17.4	100.0
	Total	23	100.0	100.0	

Source: SPSS data output (2024)

More so, the results in Table 4.7 showed that regarding taking business ideas from the suppliers to foster good relationships with suppliers, the study showed that majority of the respondents, 60.9% strongly disagreed and 8.7% disagreed to that view with 4.3% remaining neutral. Furthermore, 17.4% of the respondents strongly agreed to that view and 8.7% agreed to that view. This showed that the business does not ask or take business or innovative ideas from the suppliers. The suppliers despite being sources of raw material and can provide ideas or recommendations to the firm on how best they can use certain type of raw materials which helps improve

the performance of the business. This was in line with an earlier view of Morton (2020) in his study undertaken in the Wales showed that public services do not take any ideas from suppliers and focuses mostly on feedback from the end users of the services to improve service delivery. The study results that despite suppliers being initiators of good innovative ideas, they are mainly ignored by business because of lack of knowledge on how they can improve production and quality of finished goods.

The researcher also asked the management of the business in the interviews their view on taking business and innovative ideas from the suppliers. The responses provided that no ideas are attained from the suppliers rather the business only focuses on getting raw materials from the suppliers and business or innovative ideas are mainly derived from customers and the marketing team. Some of the respondents were recorded saying the following:

"Most of our suppliers provides us with traditional inputs such as yeast and we expect nothing else from them, but other business ideas mainly come from the feedback we receive from customers"-Respondent 1

"We do not expect any business ideas from suppliers, we only expect them to deliver inputs as per expected and we do not interact beyond that"-Respondent 4

"Business and innovative ideas mostly come from our marketing team who interact directly with the customers and not from suppliers of raw materials"-Respondent 5

As shown in the above analysis, the business attains business ideas mostly from customers through the marketing team. The suppliers are not provided the platforms to provide such ideas to the business.

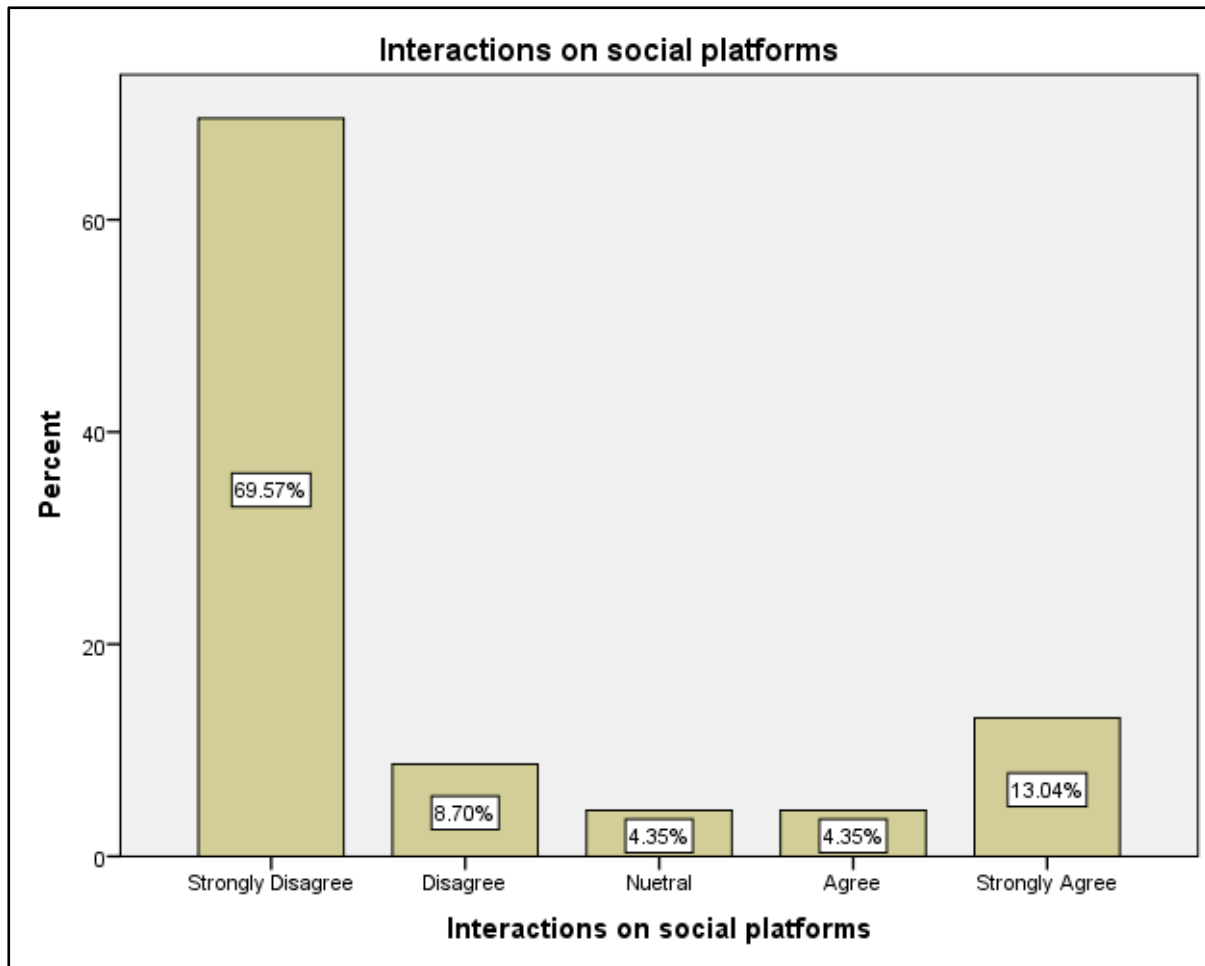


Figure 4. 3 Interact of business with suppliers in social functions

Source: SPSS data output (2024)

Lastly, the results in the above Figure 4.3, in line with the notion that the business interact with suppliers in social events such as functions, majority of the respondents, 69.57% strongly disagreed to that notion. Further, another 8.7% disagreed to that view, which was however opposed by 13.04% that strongly agreed, 4.35% that agreed with 4.35% remaining neutral. The findings proved that the business and the suppliers do not interact in non-business-related events to foster a bond or good relations. According to Lii and Kuo (2016), business mostly in the private sector do not see the need to engage with stakeholders such as suppliers in social events. Social events are key in fostering good 'friendships or relationships that smoothens the way the parties conduct business. Further, this was also in line with the view of Foster (2022) who points out that interactions in social events is a major strategy to enhance relations with suppliers and in such events, the business can strike good deals with suppliers that can be negotiated without pressures of formal meetings.

Majority of the management during the interviews also showed that there have not yet invited suppliers to social functions but mostly they have invited customers such retail stores and, in some cases, wholesalers who are key in bring in revenue to the firm. Some of the respondents said the following:

"Social functions are mainly meant for our customers, appreciating them for helping us generating revenue"-Respondent 2

"We have invited suppliers a handful of times, but our social functions have had mainly targeted retailers and wholesalers who help us distribute our products"-

Respondents 3

"It is with great regret that we have only invited customers to social events and placed a blind eye on the suppliers of raw materials such as farmers who provides us with wheat or the yeast providers"-Respondent 5

The analysis proved that the organization has concentrated on building relationships with customers and ignored the suppliers of raw materials or inputs. It is the customers that are regarded to be more important than any other stakeholder in the business.

4.5.2 The influence of open two-way communication with suppliers on enhancing market share.

The study then adopted the correlations statistics in order to determine the influence that two-way communication has on market share of Bakers Inn. The correlations statistics were done using the SPSS software and according to the SPSS guide, a Pearson correlations coefficient of 0.5 and above shows that the independent variable has a positive influence on the dependent variable while any figure below the 0.5 threshold shows a negative or weak influence. The results were shown in Table 4.8 below.

Table 4. 8 Influence of open two-way communication with suppliers on enhancing market share

Correlations			
		Two-way communication with Suppliers	Market Share
Two-way communication with Suppliers	Pearson Correlation	1	.882 [*]
	Sig. (2-tailed)		.022
	N	23	23

Market Share	Pearson Correlation	.882*	1
	Sig. (2-tailed)	.022	
	N	23	23

*. Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS data output (2024)

The above Table 4.10 showed that two-way communication with suppliers has a positive influence in enhancing market share of the firm. This was shown by the Pearson correlations coefficients of 0,882 while the results were statistically significant as shown by the P-value of 0,023 ($P < 0.05$). This shows that the organization can enhance market share through attaining receiving information from the suppliers of raw materials which may be a source of innovation. The suppliers can give the business key ideas on how best they can turn the raw materials into finished good efficiently hence minimizing costs, improve the quality of goods produced which can be sold at a lower price in the market and lure more customers from competition. According to Loice (2015), through two-way communication, suppliers can provide the business with key innovative ideas on how best they can turn the raw materials into finished good efficiently. This is important also in helping the business to eventually reduce costs of production at the same time improving the quality of goods produced which can be sold at a lower price in the market and lure more customers from competition.

The interviews with the management also showed that two-way communication helps the business to improve its market share through attaining good ideas from the suppliers which enhances efficiency and helps the firm to cut prices of the final goods to attract more customers.

"I think getting ideas from suppliers is key in ensuring we have knowledge on how best we can put certain raw materials in the production line to enhance efficiency. It can help us adopt the low costs strategy in the firm and lure more customers"-

Respondent 1

"The notion of getting production innovative ideas from suppliers may be important in making sure we produce goods at a lower cost. They know best the raw materials they provide, and it should just be us giving them orders but we can ensure two way communication in search of ideas"-Respondent 3

"If we search for ideas from suppliers, we can use them to achieve production efficiency and also liaise for flexible terms of payment hence be able to low costs of production, offer cheaper products and gain market share"-Respondent 4

As shown above, two-way communication helps the organisation to attain good ideas that leads to production efficiency or to have flexible terms of payment. This allows the organisation to lower their costs and be able to offer cheaper products to the market therefore luring more customers.

4.5.3 The influence of partnership with suppliers on enhancing market share.

More so, the correlations statistics were used in the study to determine the influence of partnership with suppliers on enhancing market share. The results were shown below in Table 4.9.

Table 4. 9 Influence of partnership with suppliers on enhancing market share

Correlations			
		Partnership with Suppliers	Market Share
Partnership with Suppliers	Pearson Correlation	1	.723*
	Sig. (2-tailed)		.033
	N	23	23
Market Share	Pearson Correlation	.723*	1
	Sig. (2-tailed)	.033	
	N	23	23

*. Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS data output (2024)

As shown above, partnership with suppliers has a positive influence on the market share of Bakers Inn as shown by the Pearson correlation coefficients of 0.723 with the study results being statistically significance as shown by the P-value of 0.33 ($P < 0.05$). The findings show that through entering into partnerships with suppliers, the business can get benefits such as low prices when purchasing raw materials and can be able to lower their prices of the final goods in the market to lure more customers. Partnerships are also key in enhancing innovation and according to Amoako-Gyampah et al. (2019) in their study, firms stand to gain more from investments in partnerships with suppliers as it enhances innovation, improved quality of final products and this helps to retain and lure customers thereby leading to increased market share.

The interviews with the management also showed that entering partnerships helps to enhance market share through lowered costs and innovation. Some of the

respondents were recorded saying the following:

"I also think if we partner suppliers, we can be able to benefit through lowered costs such associated with buying the raw materials. Hence, we can be able to charge lower prices and attract customers"-Respondent 1

"The suppliers can be our valuable partners who can help us to be innovative as they will also benefit, and the new ideas can be key in producing better quality goods that can improve market share"-Respondent 2

"Partnering suppliers of raw materials will help to enhance production innovation. This helps to be cost effective and allows us as a firm to charge lower prices that retains and lure customers"-Respondent 5

Also, the above results showed that being into partnerships with the suppliers of raw materials helps to make sure that the business can be able to be innovative and cut costs. Therefore, this is key in reducing the prices of the final product sold in the market and enhance market share by luring more customers from competitors.

4.6 Chapter summary.

This fourth chapter was the initial data analysis, presentation, and analysis phase. This chapter first showed the responses rate from the elements of the sample which was 100% as all the elements of the study responded to the research questions. This paved way for the demographic characteristics of the respondents which was key in showing the level of understanding and involvement of the respondents on the phenomenon understudy. It also showed the item analysis which measures the reliability and validity of the questionnaires and went on to show the initial data analysis with the aid of frequencies, correlations statistics which showed that there is little adoption of supplier relationship management in the organization despite evidence that supplier chain management has a positive influence on market share of the business supported by secondary data and themes from interviews. The next chapter of the study was the summary of the findings, the conclusions, and the recommendation to the business.

CHAPTER 5

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introductions

This study focused on the impact that supplier relationship management has on the product-market performance of Bakers Inn. The major aim was to determine if the firm can enhance performance of the products of the firm in the bakery sector in Zimbabwe. The previous chapters of the study focused on the introduction which showed the research problem, the literature review which showed the theoretical and empirical underpinnings of the study, the research methodology which showed the ways in which the study gathered and analysed data that answered the research questions. In the previous chapter, the study conducted the initial data analysis and presentation. This led to this fifth and final chapter of the study, which presents the summary of the research findings, provides conclusions and recommendations to the business. The chapter concludes with the area for future study for other scholars.

5.2 Summary of research findings

The study analysed data using frequencies and correlations statistics after gathering both quantitative and qualitative data from the organization understudy. The summary of the results is shown below as per each research objective.

5.2.1 The supplier relationship management components in the organization.

The study asked the respondents pertaining the adoption of four major supplier relationship management components that can be adopted by the business. The study establishes that with regards to the adoption of two-way communication, majority of the respondents represented by 70% agreed to that view and were opposed by 25% that disagreed. Further, the study found that with regards to the notion that suppliers are partners to the business, 70% disagreed to that view and were opposed by 25% that agreed to that point of view. More so, the study establishes that regarding taking business ideas from the suppliers to foster good relationships, the study showed that majority of the respondents, 70% also disagreed to that view while 25% also agreed. Lastly, in light with the view that the business interacts with suppliers in social events such as functions, majority of the respondents, 80% disagreed and 15% agreed to that view. The study also found in the interviews that the business has two-way communication with the suppliers but does not take ideas from supplier nor do they interact with them in social events and

the organization does not treat the suppliers as partners.

5.2.2 The influence of open two-way communication with suppliers on enhancing market share.

The study establishes that that two-way communication with suppliers has a positive influence in enhancing market share of the firm. This was shown by the Pearson correlations coefficients of 0,882 while the results were statistically significant as shown by the P-value of 0,023 ($P < 0.05$).

5.2.3 The influence of partnership with suppliers on enhancing market share.

The study also establishes that partnership with suppliers has a positive influence on the market share of Bakers Inn as shown by the Pearson correlation coefficients of 0.723 with the study results being statistically significance as shown by the P-value of 0.33 ($P < 0.05$).

5.3 Conclusions

The above summary of findings led to the following conclusions as per each study objective.

5.3.1 The supplier relationship management components in the organization.

The study makes a conclusion that there is two-way communication between the business and their suppliers which is the only way that helps to manage the suppliers and foster good relationships. The study further concludes that the business does not adopt any other key component of supplier relationship management such as: being in partnership with the suppliers or taking business/innovative ideas from them or interacting with them in social events.

5.3.2 The influence of open two-way communication with suppliers on enhancing market share.

The study further makes a conclusion that that two-way communication with suppliers has a positive influence in enhancing market share of the firm. This means that through two-way communication, the business can foster good relations with the suppliers and helps each other to achieve their ultimate goals such as corporate performance.

5.3.3 The influence of partnership with suppliers on enhancing market share.

The study also makes a conclusion that partnership with suppliers has a positive influence on the market share of Bakers Inn. This showed that being in partnerships with the suppliers is key in helping the business to get benefits such as reduced

costs therefore selling goods cheaper and luring customers.

5.4 Recommendations

The study makes the following recommendations influenced by the above made conclusions.

Adopt stakeholders' approach of governance.

The study first recommends the business, Bakers Inn Zimbabwe to adopt the stakeholder's approach in governing the firm. The top-level management should make sure that they do not focus only on the customers with regards to relations, but they can also have much focus on enhancing good relations with suppliers of raw materials. This is crucial in making sure the suppliers work in the best interest of the business.

Interact with suppliers more on social grounds.

More so, the study recommends that the business invite the suppliers to function and other social events which provides a platform to interact and foster good relations. In social events, the two parties can share ideas that helps the firm to grow and perform positively in the market without pressures and formalities that are present in formal meeting or communications.

Adopt strategic alliance strategy.

The study also recommends that study adopts strategic alliances as their core strategy which helps them to work hand in hand with key stakeholders such as the suppliers. The strategy will be key in helping the firm to enter partnerships with the suppliers therefore benefiting through lowered operational and production costs. Low costs help the firm to charge lower prices therefore be attractive to customers in the market and improve market share.

5.5 Area for future study.

The study recommends that in the future other scholars undertake take a study on the effectiveness on strategies adopted to enhance supplier relationship management in the Bakery sector in Zimbabwe. The study should take a purely qualitative approach and gather data from management in the organizations through interviews.

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APPENDICES 1: QUESTIONNAIRES FOR EMPLOYEES IN THE AT BAKERS INN



I am BLESSING N MASIMO, a student at BINDURA UNIVERSITY OF SCIENCE EDUCATION and I am studying for a degree in PURCHASING AND SUPPLY. It is mandatory for me to undertake a study in the relation to the field of purchasing and supply in any sector in order for me to complete my degree program. I hereby ask you to participate as a respondent to my study on your organization that is on "THE IMPACT OF SUPPLIER RELATIONSHIP MANAGEMENT ON ORGANIZATIONAL PRODUCT-MARKET PERFORMANCE AT BAKERS INN". I am kindly asking you to complete the below questionnaire without divulging any of your personal details such as your name and house adress.

The questionnaire is divided into 2 section with the first section asking about your demographics and the second section focusing on questions that are directly linked to the study. Each questionnaire takes approximately 20 minutes to complete and this can be done in privacy without interference of the researcher.

SECTION A: DEMOGRAPHIC CHARACTERISTICS

Please tick your correct answer in boxes provided in front of the questions with a blue or black pen.

1. Gender

Code	Gender	Tick
M	Male	
F	Female	

2. Please highlight your highest level of academic qualification

Code	Level of education	Tick
HS	High school	
UD	Undergraduate degree	
MD	Masters degree	
OS	Others (Specify)	

3. Please highlight your working experience

Code	Time frame	Tick
1B	1 year and below	
2Y	2-3 years	
4Y	4-5 years	
6Y	6 years and above	

SECTION B

Below are research questions that seeks to provide answers for the study. The questions are asked in a Likert scale with predefined responses that are graded from the lowest to the highest. The scale is organized as: Strongly disagree, disagree, neutral, agree and strongly agree. You are also asked to tick your one single response per each question and use a black or blue pen to do so.

1. The supplier relationship management components in the organization

Code	Components	SD	D	N	A	SA
C1	There is a clear two-way communication with your suppliers					
C2	Suppliers are treated as partners to your business					
C3	There is trust between your organization and the suppliers					
C4	You seek advice on production from the suppliers of raw materials					
C5	Your business includes suppliers' relationship in its mission					
C6	Some of your business ideas are attained from the suppliers					
C7	You hold functions with suppliers to interact					

2. The influence of open two-way communication with suppliers on enhancing market share of firms

Code	Influence of two-way communication	SD	D	N	A	SA
S1	Giving suppliers the organization's expectations improves the quality of inputs received					
S2	Two-way communication with suppliers helps to develop good strategies to improve supply chain activities					

S3	Negotiation on terms of supply is enhanced through two-way communication with the suppliers					
S4	You take into consideration feedback from the suppliers					
S5	There is regular face to face meetings with suppliers to share business information					
S6	Suppliers have the freedom to communicate business related aspects to your business					

3. The influence of partnerships with suppliers on enhancing market share of firms

Code	Partnerships	SD	D	N	A	SA
P1	Partnerships with suppliers is key in enhancing innovation					
P2	Through partnerships, quality of inputs is improved					
P3	Partnerships reduces operational costs in the business					
P4	Partnering the suppliers helps to share business ideas					
P5	Engaging the suppliers helps to attain information on new trends in the sector					
P6	Partnership with suppliers is key in getting fresh business ideas					

THANK YOU FOR PARTICIPATING

APPENDICES 2: INTERVIEW GUIDE FOR MANAGEMENT IN AT BAKERS INN



I am BLESSING N MASIMO, a student at BINDURA UNIVERSITY OF SCIENCE EDUCATION and I am studying for a degree in PURCHASING AND SUPPLY. It is mandatory for me to undertake a study in the relation to the field of purchasing and supply in any sector in order for me to complete my degree program. I hereby ask you to participate as a respondent to my study on your organization that is on "THE IMPACT OF SUPPLIER RELATIONSHIP MANAGEMENT ON ORGANIZATIONAL PRODUCT-MARKET PERFORMANCE AT BAKERS INN". I am kindly asking you to participate in this interview in order to provide the study with key data that answers the research question.

The interview session last between 15-20 minutes and it is done through your consent with the responses kept confidential from other respondents or authorities in the organization

QUESTIONS

1. Which position do you hold in the organization?
2. How long have you been occupying the managerial position in the organization?
3. How important are the suppliers of inputs to the business?
4. How do you manage relationships with suppliers?
5. Can two-way communication with suppliers help to enhance market share of the business?
6. How does entering partnerships with suppliers help to improve market share of your business?

THANK YOU FOR PARTICIPATING