

**DISSERTATION**

**NAME**                    **CHIBANGE DEBRA D**  
**SUPERVISOR**        **MR BINDU**  
**LEVEL**                    **4.2**  
**REG NUMBER**        **B193294B**

**TOPIC**

**THE EFFECTS OF SUPPLIER RELATIONSHIP MANAGEMENT ON AVAILABILITY  
OF RAW MATERIALS. CASE STUDY OF ZIMBABWE NATIONAL WATER  
AUTHORITY (ZINWA)**

**BY**

**CHIBANGE DEBRA DADIRAI**

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**APPROVAL FORM**

The undersigned certify that they have read and recommended to the Department of Economics and Bindura University of Science Education, for acceptance; a project titled, **“The effects of Supplier Relationship Management on the availability of raw materials a case study of ZINWA”**, submitted by CHIBANGE DEBRA DADIRAI in partial fulfilment of the requirements for the Bachelor of Honours Degree in Purchasing and Supply Chain Management.

.....

**Name of Supervisor**

.....

**Signature**

.....

**Date**

**RELEASE FORM**

STUDENT NAME: CHIBANGE DEBRA DADIRAI

DISSERTATION TITTLE: EFFECTS OF SUPPLIER RELATIONSHIP MANAGEMENT ON THE AVAILABILITY OF RAW MATERIALS. CASE STUDY OF ZINWA

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Signed .....

Address: 10734 Glen view 7 Harare, Zimbabwe

Telephone: 0777594575

Email: chibangedebra03@gmail.com

Date:.....

## DEDICATION

This work is dedicated to my mother and grandmother, who have tirelessly supported me in all facets and provided me with encouragement and moral support during my studies and endeavored lots of vexation and discomfort while I was at times away to write this dissertation. May the lord bless you abundantly!

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## ABSTRACT

The aim of the project was to find out the effects of supplier relationship Management on the availability of raw materials. Case study of ZINWA. The research employed a descriptive design and used questionnaires to collect relevant data. Data collected was qualitative in nature, which was then analyzed through content analysis and presented using tables and percentages. The goal of the research was to identify the effects of trust-based relationships on the availability of raw materials at ZINWA, to examine the impact of supplier development on the quality of raw materials being supplied at ZINWA, to assess how supplier involvement impacts delivery time and availability of raw materials. The population sample of the research was carried out from the following departments Human Capital Management, Information Technology, Designs and engineering, Corporate Communications Management, Finance, Water Quality and procurement and stores. Primary data was obtained through self-administered structured questionnaires through emailing. Percentages, frequency distributions, bar charts, means and standard deviations were used to analyze questionnaire in the Category of Section A, B, C, D. Furthermore, the Researcher used Statistical Package for Social Sciences (SPSS) to explain the relationship between the independent and dependent variables in the questionnaire and where Trust based relationships, Supplier development, supplier involvement were used as the independent variables whilst availability of raw materials was used as the dependent variable. The research has confirmed that Supplier Relationship management is very crucial in securing raw materials. All parastatals around the world, are advised to use this concept of Supplier relationship management so as to be able to reap the advantages. The research was faced by several limitations which included: lack of financial funds and non-financial resources and enough time to move around to different departments since ZINWA has about 7 Catchments and more than 20 service stations, some respondents did not agree to cooperate in providing required information needed by the researcher due to fear of harassment. They feared that this could be used against their organization regardless of the researcher's reassurance to them that their responses were to be kept confidential, given the busy schedule of the managers of the sampled departments of ZINWA it was difficult to administer questionnaires to them, the researcher patiently waited until the managers were free and book

appointed with them and did not give up coming over and again until an adequate response rate was achieved. The researcher therefore opines that additional studies can be conducted on other sectors of the economy like the government institutions, service industry and or the motor vehicle manufacturing sector among other sectors.

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## CHAPTER ONE: INTRODUCTION

### 1.1 INTRODUCTION

The major goal of this study is to evaluate how supplier relationship management affects raw material availability. Case study of the ZINWA . Operating in a environment where resources are limited and the public expects clean, wholesome water is exceedingly challenging. Relationship connections in a supply chain are used to connect the company with suppliers as well as to interface the association with the supply chain's inventory network (sanders, 2005).

### 1.2 BACKGROUND OF STUDY

One of the acquisition approaches designed to outline operational, supplier management, and essential acquisition forms is supplier relationship management. Peter Kraljic, a McKinsey consultant, proposed it in 1983 and urged corporate purchasers to become more practical in supply management. This concept of supplier relationship management helps in determining which suppliers are most important to the continuous operation and performance of the business by assessing the value each one provides based on how important each supplier is to the company, it helps managers manage their relationships with suppliers more effectively.

Donoghue (2011) suggested that one of the philosophies of ensuring compliance with essential features, such as partnership, proper risk management, respect, growth and development, and developing new capabilities, is creating and maintaining good and sustainable supplier relationship management. Every company that wants to succeed should apply supplier relationship management, which focuses on developing trusting connections, exchanging information, supplying development, and involving suppliers (Wambani Wilson, 2017).

### 1.3. PROBLEM STATEMENT

In the recent years almost everyone has been complaining about the quality of water being produced by ZINWA. In 2021 October MIT Press Direct reported water shortages, pipe bursts despite the raising of water rates. In 2022 September Human Rights complained about the unclean

water being provided in Harare saying the water was smelly and was not even good for cooking not mentioning drinking, also the Chronicles 19 December 2022 reported obsolete pipes, water load shedding as well as bad water treatment in Gwanda..All this led to the revelation that it might be supplier relationship management lacking since there are fraught in operations due to raw materials, be it shortage of raw materials or late deliveries even poor quality materials being supplied.

#### **1.4. RESEARCH OBJECTIVES**

The main goal of this research was to assess the effect of supplier relationship management on availability of raw materials on ZINWA. More so, the research sought to achieve the following objectives

- i. To identify the effects of trust-based relationships on the availability of raw materials.
- ii. To examine the impact of supplier development on the Quality of raw materials supplied.
- iii. To assess the impacts of supplier involvement to the availability of raw materials

#### **1.5. Research Questions**

The research questions of the study are:

- i) What are the relative effects of trust-based relationships on the availability of the raw materials?
- ii. What is the relationship between supplier development and Quality of a raw materials supplied?
- iii. How effective can supplier involvement impacts the delivery time and availability of raw materials at large?

#### **1.6 Significance of the study**

The research's conclusions aim to investigate how Supplier Relationship Management affects the supply of raw materials. Study of the ZINWA case. The findings of this study should be advantageous to ZINWA since they will help that in making decisions about how best to set up their supplier relationship management and pave the way for promoting the availability of raw materials. However, other organizations can also implement the study's recommendations.

The study also serves as a foundation for future research on Supplier Relationship Management and raw material availability on other firms planning to implement buyer-supplier relationships. The study was influenced by Zimbabwe's economic issues, the country's decline, and the battle experienced by ZINWA to hold it together.

### **1.7 Delimitations**

(Creswell, 2012) defined delimitations as the parameters of the research study with a goal to narrow the scope of the study. The research was limited to Supplier Relationship Management on availability of raw materials to ZINWA only. The research will also not cover all firms but only ZINWA where the data was captured.

### **1.8 limitations**

The researcher was subjected to a considerable number of hindrances and constraints, these greatly impacted on the objectivity and dependability of the results. Below are the limitations incurred

(i.) Some important information was not disclosed for confidentiality. There was minimum co-operation from some of the targeted respondents. The researcher had to interview as many respondents as possible in order to acquire feedback for concluding the research.

(ii.)\_ Financial resources were limited and hence the researcher had to acquire small loans from friends and family to conduct this research

## **1.9 DEFINITION OF KEY TERMS**

### **1.9.1 Supplier Relationship Management**

Herman and Hodgson (2001) described Supplier Relationship management as a procedure associated with overseeing favored suppliers and finding new potential ones while diminishing costs, pooling purchaser encounter, separating the advantages of supplier partners and making procurement predictable and repeatable.

### **1.9.2 Raw Materials**

These are best described as basic materials from which the product is made.



### **1.9.3 Summary**

This chapter introduced the study and provided context for the management problem. It also emphasized the problem statement and developed similarly supported research objectives; the objectives then lead the path for investigating literature that supports the thesis and attempts to answer the research questions.

## CHAPTER TWO: LITERATURE REVIEW

### **2.1 Introduction**

In this chapter, we carefully analyzed the research on how the Zimbabwe National Water Authority's supplier relationship management affects the availability of raw materials. The identified research gaps are presented in the chapter. A literature review, which contains summaries, classifications, and comparisons of prior investigations, as well as reviews of literary and theoretical papers, offers a critical appraisal of a portion of a published body of information.

### **2.2 Supplier Relationship Management**

Several studies looked into several aspects of Supplier Relationship Management such as managing supplier performance and supplier integration. As a result, the focus of this research was entirely on SRM components like developing trust-based relationships with suppliers and including them in the process. Some of the elements of SRM described by Ghaith et al. (2014) include supplier partnerships/development, involvement of suppliers, and relationships built on trust. As much as it can produce negative benefits when managed poorly, supplier relationship management is a tool that, if used intelligently and effectively, will produce higher results.

According to Mitrega and Pajfar (2015), organizational processes and routines focused on the beginning, growth, and termination of supplier partnerships make up supplier relationship management competencies. Supplier Relationship Management was suggested by Herman and Hodgson (2001) as Supplier relationship management was proposed by Herman and Hodgson (2001) as a method for managing preferred suppliers and identifying new potential ones while reducing costs, pooling buyer experience, separating the advantages of supplier partners, and creating predictable and repeatable procurement. If building relationships is one of a company's top priorities, and every person is working to achieve it, new suppliers will inevitably be drawn in, allowing competition to flourish and enabling procurement to be cost-effective.

There are both long-term and short-term aims in every firm. While Winser and Tan (2000) suggested that short-term objectives include increasing productivity, cutting cycle times, and decreasing inventory, Williams (2006) stated that long-term goals include adding value to customers, increasing profits, improving the effectiveness of production operations, and increasing market share.

### 2.2.1 Trust-Based Relationship

The three basic types of trust are goodness trust, contractual trust, and competence trust, according to Mac Duffie and Helper (1997). Suppliers who have confidence in the buyer's ability to carry out their obligations are said to have "competence trust." "Contractual trust" refers to confidence in the buyer's ability to uphold existing contracts, and "good will trust" refers to confidence that the buyer won't take unfair advantage but will instead always act in the best interests of both parties. According to Doney and Cannon (1997), trust between the buyer and the supplier promotes cooperation, satisfaction, minimizes disagreements, shortens wait times, fosters information sharing, and leads to strong associations.

According to Sako (1992), trust is the key element in Japanese firms' superior performance over British businesses. According to Doney and Cannon (1997), trust should be treated as a two-way street, with the supplier organization pushing, developing, and maintaining the buying organizations' trust, particularly when such trust is seen as being largely advantageous to the supplier. Although developing trust is thought to be an expensive and time-consuming process, the relationships between buyers and sellers are strengthened and improved.

### 2.2.2 Supplier Development

Supplier development is a tactic that involves cooperatively working with particular providers to enhance their performance and capabilities for the good of the acquiring organization. A company's most significant effort to develop suppliers for long-term partnership and relationship enhancement as well as to obtain a competitive edge is characterized as supplier development activities. Supplier development, according to Wenli et al. (2012), is a partnership that aims to continuously improve between a buyer and a supplier for better performance of an organization with a focus on enhancing the buyer's competitive advantage. Additionally, we want to avoid suppliers from making sudden changes to their business practices and strengthen their capacity for continuous improvement. These are our two main objectives for supplier development.

According to Elina and Shpend (2016), supplier development has a direct impact on an organization's ability to reduce costs, fulfill orders quickly, satisfy customers, and deliver goods quickly. According to Mores Handfield et al. (1999), suppliers will be better equipped to meet the crucial requirements for anticipated product development plans if they are aware with the buyer organization process and objectives. Businesses who spend money on supplier development develop a long-term connection with their supplier, giving them a competitive advantage globally. By enabling product purchases at reduced prices, supplier participation increases the efficiency of purchases. It also helps keep a buyer focused by enabling him to identify his core competencies. Supplier Development is a crucial SCM activity that plays a key role in about improvements in supplier relationship management

### 2.2.3 Supplier involvement

Supplier involvement, as defined by Feng and Wang (2013), is the degree to which an organization can work with its suppliers on internal processes like product development that involve a certain amount of risk. As a result, the purchasing organization must have a strong fundamental relationship with a supplier before implementing supplier involvement initiatives. More specifically, it can result in a high degree of reliance on the supplier, particularly if the supplier holds a leading position in terms of high technological capabilities, implying that the supplier can commit to the buyer's unique specifications, resulting in a high risk of information asymmetry, according to Melanda et al. (2014). For instance, restricting purchasers by putting too much control

Both parties must work to build mutual trust and find a balance between control and empowerment in the buyer-supplier relationship in order to avoid placing restrictions on suppliers that may restrict their flexibility and capacity to develop.

Despite the potential danger, Melandar et al. (2014) observed certain benefits of supplier involvement, such as improved change management, faster lead and cycle times, and lower production, development, and marketing costs. Supplier engagement is in charge of developing an interactive platform for knowledge sharing and information exchange across organizations. It also motivates staff to adopt a cooperative problem-solving mindset and behavior. Reliability, reputation, co-manufacturing, and joint contracts are just a few of the many elements of commitment that Barnes et al. (2005) identify in a dyadic, inter-organizational relationship such as a buyer-supplier one; Reliability, reputation, cooperative research, contracts, and financial stakes are just a few of them.

## **2.3 Theories**

### **2.3.1 Social Capital Theory**

The concept of social capital theory is an emerging concept that recognizes the intrinsic value of social structures like relationships, networks, and groups. According to Savage and Kanazawa (2002,2004), humans have evolved preferences for companionship in general, and specific preferences for cues that signal higher levels of social capital.(Nahapiet and Ghoshal,(1998) emphasized that Social Capital as the sum of the actual and potential resources embedded within, available through, and derived from the network of relationships possessed by an individual or social unit. Central to the studies using social capital theory is the idea that networks of relationships and interactions between individuals can facilitate the creation of value within firms Inkpens et al, (2005).

It is predicated on the notion that while each group in a capitalist society should concentrate on achieving its own aims and objectives, many organizations have found that teaming up with like-minded partners yields superior outcomes to working alone. On the other hand, suppliers disregard the nature of the relationship between the consumers and the sellers in favor of trying to sell their goods to customers who would pay the highest price.

According to Granovetter (1992), both parties must devote their resources to aiding one another in reaching a shared goal. The approach essentially presupposes that suppliers and customers have a collaborative relationship. The goal of the study is thus anchored on the impact of supplier collaboration as a component on

### 2.3.2 Commitment-trust theory

According to Christopher (2004), the commitment trust theory of relationship management asserts that for a relationship to succeed, two essential components, trust and commitment, must be present. According to Anneke and Adele's (2009) Theorem of Commitment-Trust, relationship marketing comprises building relationships with suppliers by fulfilling their requirements and keeping commitments. Helkkila (2002) defined trust as the belief shared by both sides in a connection that the other person won't do something destructive or risky that could endanger their relationship, business, or other important competitiveness business. As they keep their promises, people start to trust them. Handfield (2002) asserts that relationship marketing promotes long-term connections with suppliers as opposed to focusing just on immediate financial gain. As a result, suppliers have confidence in these businesses, and the shared trust enables both sides to achieve their objectives.

A commitment involves a long-term intention to uphold a respected alliance. Williams (2006) claimed that the firms' continued commitment in fostering and maintaining intimate relationships with customers is influenced by desire. Martin (2003) asserts that cooperative behaviors that enable both groups to satisfy their requirements are the outcome of a partnership built on commitment and trust. The theory is pertinent to this study because it clarifies its goal, which is to determine how trust-based relationships affect operational performance.

### 2.3.4 Resource Dependency Theory

According to the idea of resource-based theory, businesses alter their external environments to gain access to the resources they require to survive. This implies that a company's ability to compete depends on how it manages its external resources. Resource dependence theory places more of an emphasis on external parties, such as suppliers, while the resource-based perspective of the firm is more concerned with managing a corporation's internal resource capabilities. Gordon,

Jason (2023). The management of a firm's internal resources and capabilities that may satisfy external stakeholders of the organization is an issue of the resource-based view of the firm. However, the resource dependence theory places a strong emphasis on the firm's reliance on other external parties, such as suppliers. Salanick and Pfeffer (1978). According to them, the book's main premise is that an organization's reliance on significant resources affects its actions and decisions. The success and longevity of a corporation are always in doubt because of the activities of the organizations that possess the resource. The business can assist with some strategies, including mergers, to reduce the uncertainty.

## **2.4. EMPIRICAL EVIDENCE**

### **2.4.1 The relationship between material sourcing characteristics and firm performance**

The study was done by Phi-Hung Nguyen et al. in 2022 to look at how SMEs are impacted by local and foreign suppliers of raw materials. Due to the rising demand for a wide range of products, the researcher's analysis of SME's in Vietnam led to the conclusion that supply chains are now crucial to both the development of a company particularly and the sustainable growth of the economy as a whole. As a result, the availability of raw materials in many industrialized nations decreases, forcing companies to pick suppliers from outside in order to keep their operations stable. The study was carried out in Vietnam between 2011 and 2015, and the regression model was used. According to the researcher's best knowledge, a critical analysis of the aforementioned study showed that its primary focus was on firm performance and material sourcing; there was no apparent connection between SRM and the availability of raw materials, so the researcher is going to concentrate on that.

### **2.4.2 The role of supply chain relationships in the growth of small businesses in Kenya**

In order to ascertain the role of supply chain relationships in the expansion of small enterprises in Kenya, Mwirungi, et al. (2011) undertook a second study. The researcher assessed a number of connections between small companies that obtained loans from FAULU Kenya. The purpose of doing this was to help the researcher better understand the roles that the supply chain links between the respondent organizations play. Relationships throughout the supply chain have been found to be crucial for the growth of small enterprises. Mwirungi found that the supply relationship affects these organizations' development and overall performance in a number of different ways. Building relationships within the supply chain is crucial and should be done so in

a structured manner, according to the study, to enhance its contribution to the expansion of small enterprises. To the best of the researcher's knowledge, a critical analysis of the aforementioned study showed that its primary focus was on organizational performance and supplier relationships; there was no clear connection between SRM and the availability of raw materials, so the researcher will concentrate on that.

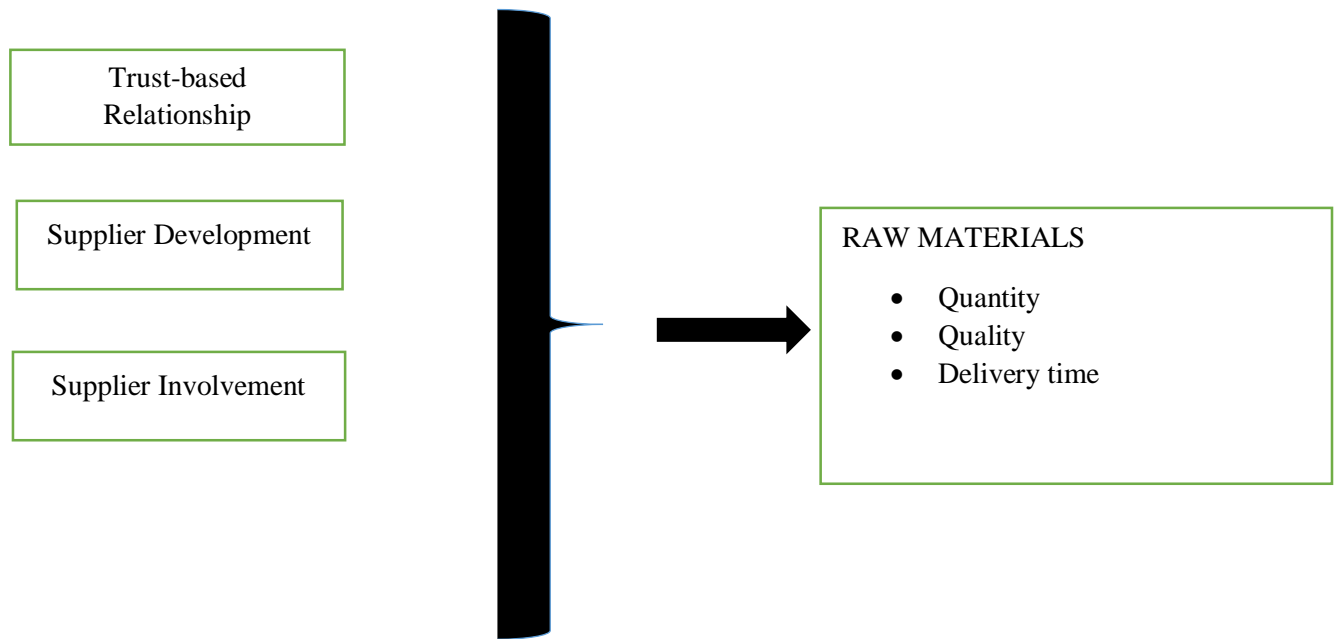
#### 2.4.3 The significance of supplier relationship management in industry competitiveness: case study of bakeries in Harare Zimbabwe

Felix Chari (2019) of Bindura University of Science Education looked into the impact of supplier relationship management on the ability of Zimbabwean manufacturing companies to compete internationally. The researcher primarily incorporated qualitative approach and employed a descriptive survey presented as a case study. The researcher discovered that boosting supplier responsiveness and lowering procurement costs in businesses that manufacture bread are typical ways that supplier relationship management significantly boosts organizational competitiveness. Furthermore, it was discovered that upholding credibility, trust, and cooperation with suppliers were the main strategies for managing supplier relationships. The researcher added that inadequate information technology and a lack of senior management support precluded the development of successful supplier relationships. To the best of the researcher's knowledge, an analysis of the study showed that its primary focus was on supplier relationship management and industry competitiveness; there was no clear connection with raw material availability, thus the researcher will be concentrating on that.

### 2.5. Conceptual Framework

Smyth (2010), an educational researcher, claims that the framework was created to link independent and dependent variables that aim to explain the result. The study aims to establish a link between the trust-based relationships, supplier involvement, and supplier development goals of supplier relationship management and how these goals affect the accessibility of raw commodities in Zimbabwe. According to Tanguis (2015), creating supplier collaboration in the development of new products is essential to the overall supply chain process' performance.

**Fig 2.5.1 Conceptual framework**



**INDEPENDENT VARIABLE**

**DEPENDENT VARIABLE**

**Source: Researcher (2012)**

**2.6. Summary**

This chapter reviewed the available literature and was organized around the study's goals. The researcher concentrated on theories including the Social Capital Theory, Commitment-Trust Theory, and Resource-Based Theory and how they affected the Zimbabwe National Water Authority's access to raw materials. The purpose of this research's primary theories was to be addressed. Chapter four of the study's chapter four will be utilized to explain research findings using this literature.



## CHAPTER THREE: RESEARCH METHODOLOGY

### 3.1 Introduction

This chapter explores the methodology used by the researcher. It concentrated on sample size, sampling techniques, and research design. Additionally, covered in this chapter are data analysis, sampling techniques, ethical issues, the validity and dependability of data, research tools, target populations, and data sources.

### 3.2 Research Design

According to Durrheim, K. (2006), a research design is a strategic framework for action that connects the research questions to its execution or implementation. To accomplish the study's goals, the researcher used a descriptive research design. According to Kothari and Garg (2014), a descriptive design is a type of fact-finding inquiry in which the researcher has no influence over the variables under study and is only able to report what is occurring or has occurred.. Therefore, a descriptive research method was suited for this study since it allowed the researcher to both explain the issue at hand and determine whether there was any association between the variables.

### 3.3 Target Population

A target population 'consists of people or components, and these may be people or occasions anything at all of investigate intrigued, counting perceptions, judgments, unique qualities. (Sapsportage &Juppe, 2006). The targeted population of this study are the Head Office employees of ZINWA since that is where all the procurement is done. The research's population of interest consisted 800 employees of ZINWA from different department.

### 3.4 Sampling

A sample refers to a smaller, manageable version of a larger group. It is a subset containing the characteristics of a larger population (Will Kenton 2022). The sole purpose of a sample is therefore to approximate the measurement of the whole population well enough, within acceptable limits. Sample size will be used in order to obtain representative and unbiased facts of the population.

The sample will consist of 100 workers from ZINWA, the se workers will be from following departments, Information Technology, Human Capital, Design and engineering, Corporate communications, Finance, Water Quality and procurement and stores.

### **3.4.1 Sampling Technique**

Merriam Webster characterized sampling as the act, handle, or strategy of selecting an agent A population's portion is used to determine the attributes or characteristics of the entire population.

The probability sampling method, which guarantees that the likelihood of each instance being selected from the population is known and typically equal for all cases, and the non-probability (nonrandom) population are the two approaches to create a sample, according to Saunders et al. (1997). Therefore, sampling is the methodical process of choosing a sample of people for a research who will accurately represent the larger population from which they were chosen (Marshal & Rossman, 1999; Mugenda and Mugenda, 1999).In order to select the respondents, the researcher applied the following techniques:

#### **3.4.1.1 Simple Random Sampling and Stratified Sampling Methods.**

Simple random sample is a randomly selected subset of a population. In this sampling method, each member of the population has an exactly equal chance of being selected. The researcher used the simple random sampling method which gives the population an equal probability of being selected. The researcher used this technique because, of its simplicity and lack of bias. The required population was given a number each and then placed in a box and numbers are picked at random. The selected numbers were used for the research.

The study did, however, also apply non-probability sampling, which takes into account the probability that any single topic of the population chosen—whether it be unknown or close to zero—will be selected. The use of convenience sampling is planned. Zikmund (2012) suggests that convenience sampling entails choosing participants who are most readily available to the researcher.

#### **3.4.1.2 Convenience sampling.**

Convenience sampling also known as grab sampling, accidental sampling, or opportunity sampling is a type of non-probability sampling that involves the sample being drawn from that

part of the population that is close to hand Adeniran, A. O. (2019). Kassiani Nikolopoulou 2022 cited that convenience sampling can be due to geographical proximity, availability at a given time, or willingness to participate in the research. Convenience sampling was used to select 6 departments from ZINWA. The researcher used convenience because it is an affordable way to gather data and the respondents were willing to participate in the research. It will be used on all objectives as it will produce convenient results

#### **3.4.1.3 Judgmental Sampling.**

Judgmental sampling, according to Malhotra (1999), is a sort of convenience sampling in which the researcher consciously selects population components based on their fit with their hypothesis. The members of the sample are chosen exclusively based on the researcher's knowledge and judgment in a non-probability sampling technique known as authoritative sampling, purposive sampling, or judgmental sampling. Patton will in 2020. The researcher utilized judgmental because it allows for direct engagement with the target audience. Due to the researcher's meticulous selection of the departments to represent the target demography, this strategy was necessary. It will be used for all objectives since it is important to know how the department views supplier relationship management in relation to the availability of raw materials and how it differs from other approaches.

#### **3.4.2 Sampling Procedure**

According to (Hair et al., 2002), the act of selecting a small number of components from a larger specified group of components allows one to draw conclusions about the broader group of components. In order to examine the features of the complete population, sampling can also be conceived of as a methodology or procedure for selecting an appropriate representative member of the population. According to Lohr (2013), a good representative sample is one in which each sampled unit accurately captures the traits of a predetermined number of units in the population. Sampling methods are categorized into two namely probability and non-probability sampling.

#### **3.5 Data Sources**

The researcher will make use of both primary and secondary data in order to compile comprehensive and important information. According to Cooper and Schindler (2003), data are

the specifics that the research setting gives to the researcher. Primary and secondary data sources are the two broad categories of data sources (Kumar, 2005).

### **3.5.1 Primary data**

Primary information was acquired for this study. A standardized questionnaire was given to ZINWA, the organization under consideration, in order to collect the data. Three hundred (300) respondents were chosen, with thirty chosen from each of the following departments: IT, HR, CCM corporate communication management, design and engineering, and sixty chosen from the following: procurement management and stores, finance, and water quality. These employees were chosen due to their in-depth knowledge of the connection between managing suppliers' relationships and the availability of raw resources. Both closed-ended and open-ended questions were included in a structured questionnaire that was used to collect the data. This was preferred because it is beneficial as both quantitative and qualitative data can be used, as much as they are time consuming they have details since not all questions have fixed answers.

The questionnaire was divided into the following sections: Section A, "Work Experience of Respondent," Section B, "Relative Effects of Trust-Based Relationships and Supply Base," Section C, "Impact of Supplier Development on the Quality of Water Produced," and Section D, "How Supplier Involvement Impacts the Availability of Raw Materials." The survey was distributed by email and the "drop and pick later" approach.

### **3.5.2 Secondary data**

Secondary research, often known as desk research, is a type of study that entails accumulating data from a range of sources. Internal sources (for example, in-house research) and, more typically, external sources are included (such as government statistics, organizational bodies, and the internet), Stewart D et al (1993).

The researcher employed secondary data in the literature review section to provide vital background information about the research field and to review relevant literature. Journals and textbooks were primarily used to acquire secondary data on the research topic. According to Backer (2014), the researcher needed to use secondary data for the following reasons:

- Using current data is more efficient and less expensive, and

- Using secondary data allowed the researcher to broaden the area of data analysis and thus improve the quality of the findings

The following challenges are inherent when collecting secondary data, according to Patton (2019):

- Sorting secondary data in accordance with the current research study;
- removing irrelevant data from the data acquired;
- locating appropriate secondary data sources; and
- The information is past and does not represent the future.

### **3.6 Research Instruments**

#### 3.6.1 Questionnaire

These ZINWA departments received a questionnaire. Both open-ended and closed-ended questionnaires were self-administered. The respondents were informed of the study's purpose, and the accuracy of the data they provided was ensured. A questionnaire, as defined by Gilham (2008), is a research tool made up of a list of questions and other prompts used to collect data from respondents.

A pre-test, as defined by Zikmund (2003), is an examination of a questionnaire's design using a sample of respondents. After the pre-test revealed that the questionnaire's excessive use of jargon made it difficult for respondents to respond, the questions were amended and distributed to the respondents.

#### 3.6.2 Interviews

In order to collect primary data for theoretical purposes, interviews were also used. Interviews "allow participants to discuss their interpretation of the world in which they live and express how they view situations from their own point of view," according to Creswell (2003). In order to gather varied viewpoints, the research employed a variety of interviewing techniques. Focus group interviews and semi-structured interviews are both used. Semi-structured interviews include some structure but also allow for the exploration of themes of specific interest, according to Bryman and Bell (2007). The researcher also conducted interviews via emails, face to face and via WhatsApp platforms.

### **3.7 Data Collection Procedure and Administration**

Data collection procedures are the measures that will be performed to manage the research equipment and the techniques utilized to collect data. Two tools that can be used are questionnaires and interviews. Seven departments will get semi-structured questionnaires from the researcher, who will give the intended audience two days to complete them before physically collecting them. The research will be based on a questionnaire to find out what the respondents think or feel about how Supplier relationship management affects the availability of raw materials in ZINWA. The researcher will drop out questionnaires at respondents' homes and places of employment so they can be picked up later. It is referred to as the "drop and pick" method. There is no bias among researchers, and so that they might be picked up later, their places of employment. It is known as the "drop and pick" approach. The researchers are impartial. The researcher will also conduct face-to-face interviews, probing for deeper classification of questions, in order to gather a step-by-step inquiring and response. They provide the researcher with the benefit of disclosing insightful data and enabling them to get "the real story" from the subjects. The difficulty and time investment are disadvantages. Key individuals from the targeted population included managers and supervisors from ZINWA divisions like the production line, commercial or marketing and business, finance, procurement, and stores, corporate communication management, water quality, design and engineering, human capital, and information technology.

### **3.8 Validity and Reliability of Findings**

Indicating how well research tools assess what is expected of them, according to Doud (2013), is validity. Validity can be demonstrated, for instance, by how well an instrument performs the task for which it was designed or by how accurately an indicator conveys the concepts it is meant to measure. When determining the case study validity standards, it is advised that no uniformity be established (Baxter 1998:12). In order to assure validity, the researcher avoided using complicated words or technical terminology and made every attempt to make the questions as simple and straightforward as possible. Reliability is the capacity of a data collection or analysis method to produce reliable results. According to Saundlis et al. (2012), dependability is a measure of correctness or consistency that an instrument exhibits it is a quality that ensures prevision and dependability

To ensure reliability to the instruments, the researcher took the advice of Cohen and Manion (2003) ways of improving reliability:

- Minimize external sources of variation
- Standardize conditions under the measurement occurs
- Broaden the sample measurement questions used by adding similar questions to the data collection

### **3.9. Data Analysis and presentation tools**

Data management, according to Kothari (2004), is the systematic organization of a significant amount of raw data in a way that aids data analysis, as well as the discovery and correction of data problems, coding, and storing it in the right format. The Statistical Package for Social Sciences (SPSS) and MS Excel were both used to analyze the data. Charts, tables, and graphs were used to present the findings. In contrast to open-ended questionnaire questions, which yielded qualitative data, closed-ended questionnaire questions yielded quantitative data, which was then summarized for analysis. To evaluate the effects of Supplier Relationship Management on the availability of raw materials, regression method particularly the multiple linear regressions will be the major statistical tool that will be used. The regression method to be adopted by the study:

### **3.10. Ethics**

One of the most important things to keep in mind when conducting a study is to make sure that the participants are informed of the objectives, methods, anticipated results, and potential risks, according to Saunders et al. (2009). The study was ethical because participants gave their consent voluntarily and kept their information private. It will be up to the respondents to participate or not. Without the respondent's express consent, names and other delicate information won't be shared, and the responses will be kept as private as possible. Simple randomization was employed in this study to ensure that each participant had an equal chance of success and equally chance of being included in the sample and that the results will be representative of the target population.

### **3.11 Summary**

The researcher is certain that the approach fits into and achieves the objectives of the study despite its faults. In this research chapter, the research design, sample size, research tools, and data collection techniques used to gain data on the effects of Supplier Relationship Management on the accessibility of raw materials at ZINWA were all clearly presented. The results and numerous

issues as seen from the primary sources of data will be presented and discussed in the following chapter and literature review.



**CHAPTER FOUR PRESENTATION OF FINDINGS, ANALYSIS AND DISCUSSION**

**Introduction**

The overall purpose of this study was to assess the effects of Supplier Relationship Management on raw material availability in a case study of Zimbabwe National Water Authority. This chapter includes analysis and findings related to the study's objectives and discussion. This chapter also included a critical analysis and discussion of the results. Tables, graphs, and figures will be used to present the research findings when appropriate. As the research instrument, only a questionnaire and an interview were used to collect data. The questionnaire was created in accordance with the study's objectives. Likert type questions were included for Quality data, in which respondents indicated the extent to which the factors were practiced on a five-point Likert scale. The analysis and discussion of the research findings will be qualitative and quantitative in character, taking into account the findings in chapter two on the literature review.

**4 2 Response rate**

The table below shows the number of people responded to the research

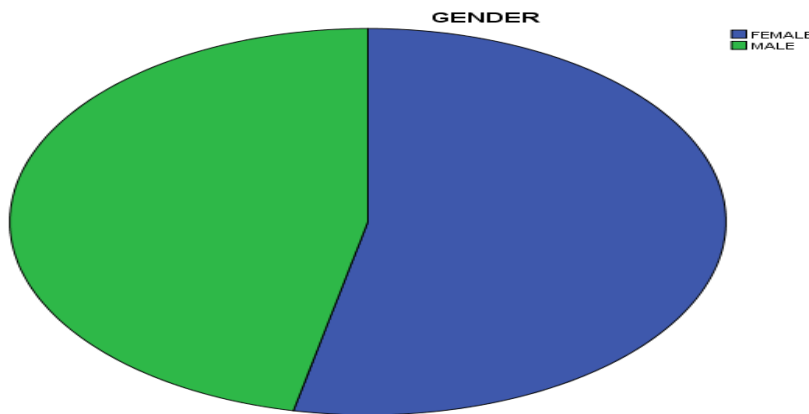
Total number	100
Responded	90
Not responded	10

The results about response rates for the various categories are shown in figure above. In order to gather information about the Effects of Supplier Relationship Management on the Availability of Raw Materials, Case Study of ZINWA, the researcher had a targeted sample size of 100 respondents. A response rate of 90% on the 100 questionnaires distributed to respondents, 90 of which were successfully returned, is deemed sufficient for use in data analysis According to Customer Thermometer (2020), a survey response rate of at least 50% should be regarded as excellent for the study. According to Babbie (2004), return rates of 50% are tolerable, 60% are decent, and 70% are excellent for analyzing and publishing study findings. In addition, Mugenda

(2003) suggested that a high response rate was advantageous for research since, according to sources, studies with response rates of at least 70% are considered appropriate for presenting and analyzing data. Thus, it is thought that the study response rate is excellent for analyzing and disseminating research findings.

**4.3 Gender**

From those respondents this was the ratio of the gender shown below



**FIG 4.3.1**

The diagram above **fig 4.3.1** shows that female responded more as compared to male, since the chart is mainly covered in blue which is representing females

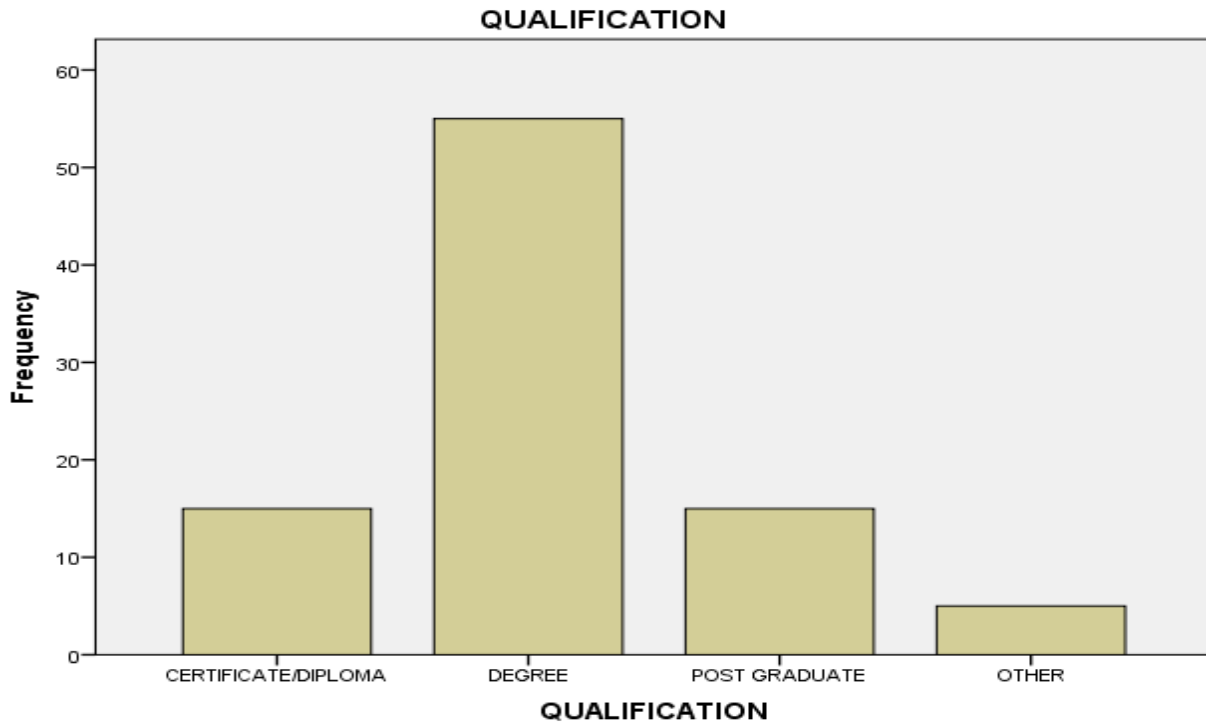
**4.4 Qualifications**

The table **fig 4.4.1** shows how qualified were the respondent,

	Frequency	Percent	Valid Percent	Cumulative Percent
CERTIFICATE/DIPLOMA	15	16.7	16.7	16.7
DEGREE	55	61.1	61.1	77.8
POST GRADUATE	15	16.7	16.7	94.4
OTHER	5	5.6	5.6	100.0
Total	90	100.0	100.0	

**Fig 4.4.1 QUALIFICATION**

Below is the diagram driven from the above statistics which shows how qualified were the respondents, it shows that there were no ordinary or advanced level that responded, from the respondents, the degree holders had the greater percentage, which assure us we were dealing with quite learned people



**Fig 4.4.2**

**4.5 Experience**

Also in this research we also wanted to work with the opinion of people who have been in the field for quite a long time, people who have experience, below is the table that shows the statistics of the respondents’ experience

	Frequency	Percent	Valid Percent	Cumulative Percent
below 5 years	5	5.6	5.6	5.6
6 to 10 years	20	22.2	22.2	27.8
16 to 20 years	35	38.9	38.9	66.7
16 to 20 years	10	11.1	11.1	77.8
over 20 years	20	22.2	22.2	100.0
Total	90	100.0	100.0	

**Fig 4.5.1. EXPERIENCE**

The above statistics is kindly illustrated in the graph below showing those who had experience of 16 to 20 years had a greater percentage, henceforth the data collected in likely to be useful.

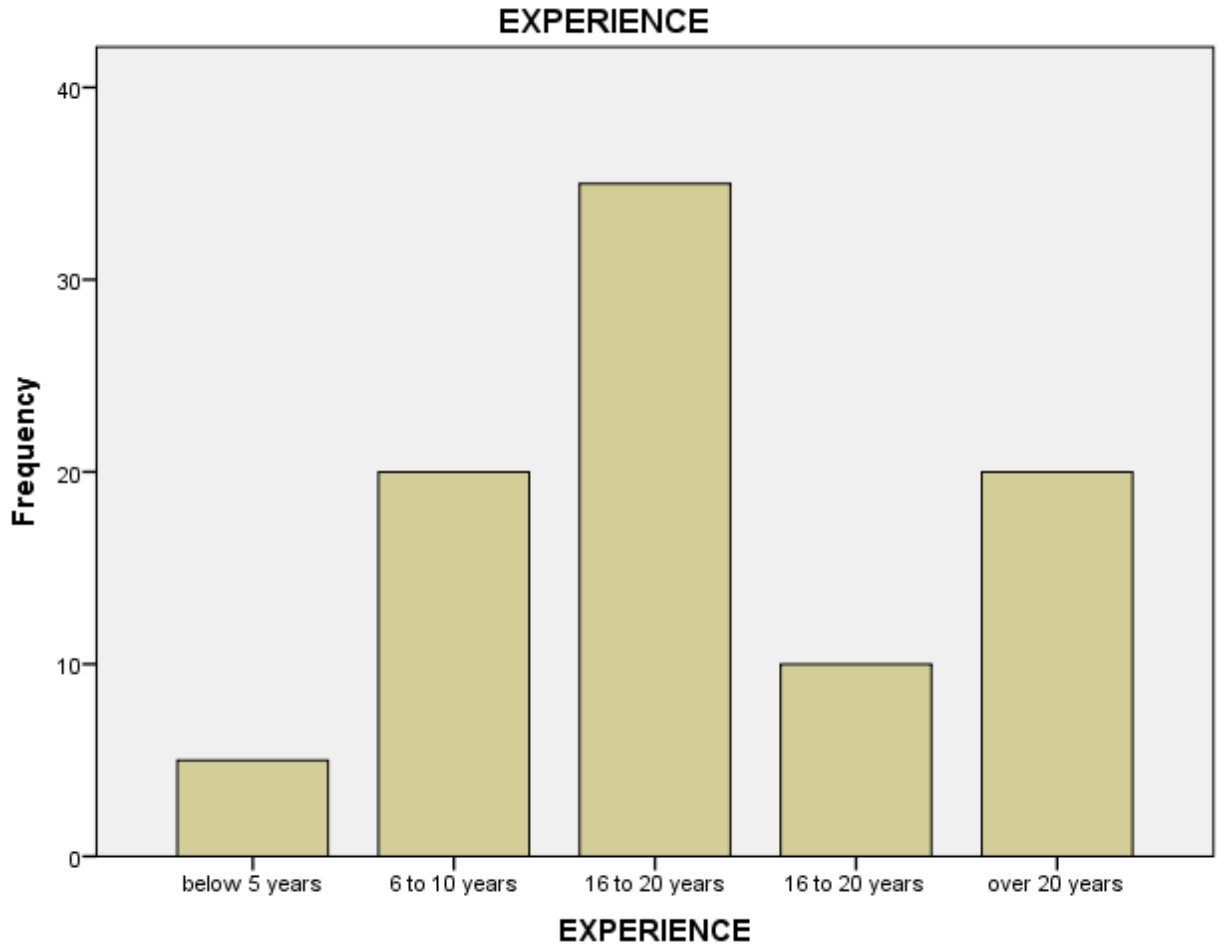


Fig 4.5.2

**4.6 Field**

The respondents were from different fields this was done in order to increase the chances of accuracy and unbiased results.

**Fig 4.6.1 Field**

	Frequency	Percent	Valid Percent	Cumulative Percent
HCM	10	11.1	11.1	11.1
IT	5	5.6	5.6	16.7
CCM	8	8.9	8.9	25.6
D&E	2	2.2	2.2	27.8
FINANCE	15	16.7	16.7	44.4
Water quality	20	22.2	22.2	66.7
procurement and stores	30	33.3	33.3	100.0
Total	90	100.0	100.0	

The data above was collected in relation to which field the respondent was currently working from be it Human capital management or Information Technology or Design and Engineering or Corporate communication management or finance or water quality or procurement and stores. The results show the field that had many respondents is Procurement and stores followed by water quality which is a good results given the procurement and stores are the ones directly

working with suppliers, they know better the importance of supplier relationship management. Water quality they are the ones that work directly with the materials supplied so they know how important it is for suppliers to be involved when dealing with water treatment processes

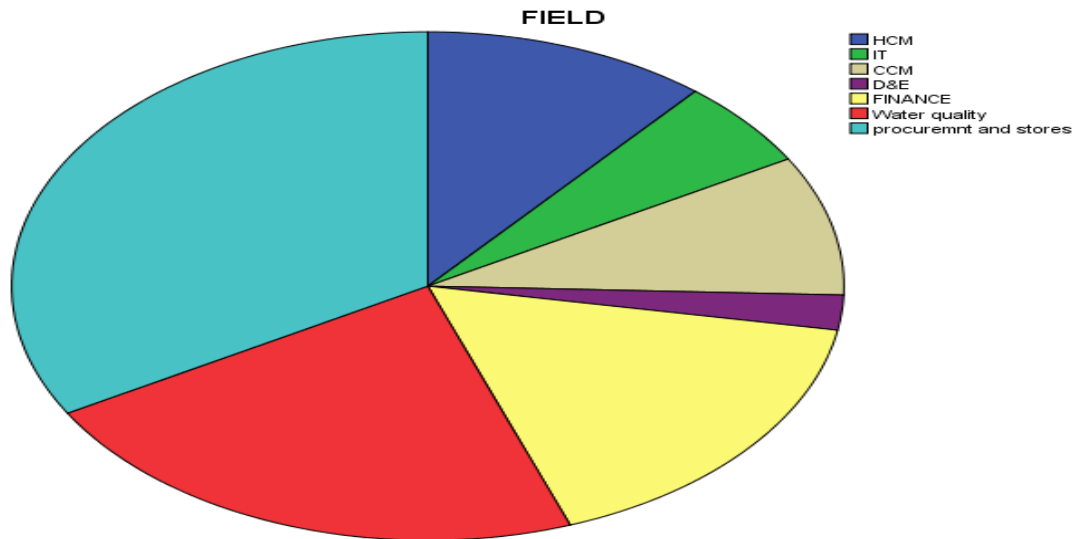


Fig 4.6.2

#### 4.7. Relationship Management techniques

The five-point Likert scale had values from 1 to 5 where 1, 2, 3, 4 and 5 meant, strongly agree, Agree, not sure, Disagree, strongly disagree respectively. Also the cumulative mean was used to interpret the results (Bryman and Bell, 2011). A mean of means agrees, 3 Not sure and  $\geq 3$  means strongly disagree.

##### 4.7.1 Trust based Relationships

The study beseched to determine the effects of trust-based relationships as an aspect of Supplier Relationship management. The respondents to produce their feedback on the scale:

1=Strongly Agree, 2=Agree, 3=Not sure, 4=Disagree, 5=strongly disagree. The outcomes will be shown in the table below where M=Mean, SD= Standard Deviation

Table 4.7.1.1 Trust based relationships

Aspects of trust-based relationships	N	M	SD
The major functions of the organization are based on trust.	90	2,19	0,83
The organization's and its suppliers' trust has increased cooperation and the length of the partnership.	90	2,22	0,92
In the organization, trust-based connections facilitate information sharing between suppliers and the firm.	90	2,01	0,68
The established trust with suppliers has proven to be financially beneficial by reducing raw material shortages.	90	2,26	1,06
The organization purposefully pushes, builds, and strives to maintain confidence with its suppliers.	90	1,94	0,78
Building trust with suppliers is seen as a costly and time-consuming activity by the company.it	90	4,15	0,68
Valid N (list-wise)	90		

)

According to the findings in the table above on the aspects of trust-based relationships, most organizational operations are based on trust, as represented by the mean of 2.19 trust between the organization and its suppliers had enhanced cooperation and the length of relationship, while the mean of 2.01 shows that trust-based relationships in organizations encourage information exchange between the firm and its suppliers. The standard deviation of the findings on these variables (0.68 to 1.01) show that some of the responses differ significantly. These findings broadly agree with those reached by Doney and Cannon (1997). In general, the table demonstrates that trust-based relationships can be the best option if they are implemented properly by the company and include a wide range of topics, including, to name a few, the reduction of raw material shortages and information exchange.



4.7.2 Supplier Development

Table 4.3 shows the standard deviation, minimum, maximum and the mean of the constructs of supplier development used to measure the level of Supplier Relationship Management. The table also indicates the extent to which ZINWA has embraced Supplier Development.

Supplier development	The business increases the technical capacity of its suppliers.	The business gives its suppliers financial support.	The business collaborates with its suppliers to build long-term relationships	The business aids suppliers in expanding their capacity for production	The business offers legal counsel. offerings to suppliers	<b>Valid N (list-wise)</b>
N	90	90	90	90	90	
Missing	0	0	0	0	0	
Maximum	5	5	5	5	5	
Minimum	1	1	1	1	1	
Mean	2,06	2,44	2,28	2,11	2,61	

It is abundantly clear from the study's findings in Table 4.4 that all of the assertions about supplier development have a mean of less than 2.7, which translates to a greater degree of agreement than supplier development at ZINWA. The respondents' commitment to have their business advance supplier technologies, give suppliers financial empowerment, work in partnership with suppliers for a long time, advance supplier production capability, and offer suppliers legal consulting services demonstrates this. The results from the respondents demonstrate how firms practice supplier relationship management by continuously enhancing their capabilities, and the researcher

supports this by making the case that supplier development is the most effective way to manage supplier relationships (Wenli et al. 2012).

4.7.3 Supplier involvement

	SUPPLIER INVOLVEMENT	MEAN	MEADIAN	MODE
1	The organization received assistance from suppliers in creating the standard specifications.	1,5	1,0	1,0
2	The business and suppliers meet together and arrange things together.	2,44	2,0	2,0
3	The interconnectivity of its supply chain is a factor that the business carefully considers.	2,68	3,0	3,0
4	The business employee group approach as way to manage its supplier relationships.	2,86	3,0	3,0
5	The company involves suppliers in the supply chain decisions.	1,68	1	1

The respondents generally agree that ZINWA uses the following supplier involvement techniques: the availability of joint planning and meetings between the company and suppliers; the use of a group approach by employees as a means of managing supplier relationships; consideration of the interdependence of the company's supply chain; and the i. The results matched the literature review of Feng and Wang's (2013) idea of supplier engagement as a strategy or managing supplier relationships.

## CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

### 5.1 Introduction

This research conducted an aim to establish the effects of Supplier Relationship Management on the availability of raw materials, case study of ZINWA. The availability of raw materials was compared to the major three factors of supplier relationship management, which are trust-based partnerships, supplier development, and supplier involvement. Thus, the summary, findings, and suggestions that came from the information supplied in chapter four were presented in this chapter. Additionally, this chapter offered suggestions for upcoming study projects that other scholars may use.

### 5.2 Summary findings

The major goal of this study was to determine how Supplier Relationship Management affected ZINWA's ability to get raw materials. The subject was broken down into three goals: determine the impact of trust-based relationships on raw material availability; look at the effects of supplier development on the quality of raw materials supplied; and determine how supplier involvement affects lead time, delivery time, and raw material availability. All three respondents were combined into a population of 90 respondents, and the researcher chose a sample size of 100. Convenience sampling and judgmental sampling approaches were used, while the research methodology used quantitative research methods. In addition, the researcher used interviews and questionnaires as the study's research tools. These were the main conclusions after the results were presented (using graphs and pie charts), examined (using SPSS version 20), and debated

#### 5.2.1 Trust based relationship

- i. The purpose of the study was to determine how trust-based relationships affected the accessibility of raw resources at ZINWA.
- ii. The majority of an organization's operations are revealed to be based on trust, and this trust has improved cooperation between the organization and its suppliers. Additionally, the findings showed that the length of the relationship encouraged crucial information exchange between the firm and its supplier, which has proven to be financially

advantageous by lowering operational costs like those incurred when the organization runs out of raw materials.

- iii. In support of these findings, Ghaith et al. (2014) suggested that although while developing trust is seen as an expensive and time-consuming activity, it leads to robust and improved supplier relationship management.

#### 5.2.2 Supplier Development

- i. The purpose of the study was to determine how supplier development affected the standard of the raw materials supplied to ZINWA.
- ii. The results of this study demonstrate that ZINWA engages in Supplier Development in order to ensure the availability of raw materials.
- iii. ZINWA also implement supplier development as a useful means towards achieving goals and objectives in their supply chain function
- iv. Wenli (et al. 2012) backed this up by arguing that managing supplier relationships may be best achieved via supplier development. The majority of the research participants agreed that supplier development is practiced through constant development of their capabilities.

#### 5.2.3 Supplier Involvement

- i. The objective of the study was to assess how supplier involvement affects delivery time and raw material availability.
- ii. Findings demonstrated that, using the supplier involvement technique, ZINWA is able to collaborate with suppliers in those crucial areas of product design and development, and so knows when to provide materials to reduce late deliveries.
- iii. The findings further demonstrated that involving suppliers in the development of new products has a positive impact on the kind of raw materials that must be supplied. This was supported by Handfield et al. (1999), who argued that involving suppliers has a positive impact on the process of developing new products. el

### **5.3 Conclusion**

From the derived summary of the key findings, the following conclusion were drawn

5.3.1 Trust based relationship

- i. It is concluded that supplier relationship management aspects such as trust based relationship positively impact the availability of raw materials at ZINWA to a greater extent
- ii. Most of the Respondents agreed on the benefits that arise from trust based relationship such as: has enhanced cooperation and the length of the relationship, encourage information sharing between the suppliers and reduced operational shortage of raw material.

5.3.2 Supplier Development

- i. To a greater extent the results furthermore demonstrated that involving Supplier Development in Supplier Relationship Management is crucial on the availability of raw materials at ZINWA as it can secure the availability of raw materials.

5.3.3 Supplier Involvement

- i. The research findings outlined that supplier involvement in Supplier Relationship Management impacts the availability of raw materials at ZINWA
- ii. The study further concluded that involving suppliers in developing new products and reviewing information of the organizations operations to suppliers improve the availability of raw materials.
- iii. Respondent to a greater extent agreed that suppliers should: availability joint planning and meetings between the company and suppliers, the company employees’ group approach as a way to Supplier Relationship Management, Consideration to the interdependence of company’s supply chain and Involvement of suppliers in supply chain decisions.

**5.4 Recommendations**

The researcher made the following recommendations after undertaking research on the topic and made the following recommendations to the following:

5.4.1 TO ZINWA

The study has shown how important Supplier Relationship Management is for improving raw material availability. It is suggested that ZINWA adopt this idea of supplier relationship management in order to benefit from the results. The organization will function effectively if it maintains strong ties with its suppliers, which means it will assist its major suppliers in attaining

the objectives set by the business. Additionally, it is suggested that ZINWA implement the methods that are already used to a very limited extent because they can greatly increase the accessibility of raw materials.

#### 5.4.2 The Researcher

The researcher of this study should fulfill her academic responsibilities by conducting additional research on the impact of supplier relationship management on raw material availability. If these research study records are posted on educational websites and other business publications, procurement managers in other parastatals who have read the documents may be able to develop supplier relationship management strategies that could increase their raw material availability.

### **s5.5 Limitations of the study**

The research was limited by a number of challenges;

- i. Since ZINWA has 7 catchments and more than 20 service stations in Zimbabwe, there are not enough financial and non-financial resources or time to reach every employee.
- ii. Despite the researcher's assurances that their answers would be kept confidential, respondents were unwilling to comply by providing the information the researcher requested because they were afraid of being victimized. They also believed that the information could be used against their organization.
- iii. Since it was nearly hard to distribute questionnaires to the managers of the sampled departments due to their busy schedules, the researcher took the problem seriously by scheduling meetings and did not become weary by returning again until an acceptable response rate was achieved.

### **5.6 Suggestions for Further Studies**

In this study, the impact of supplier relationship management on raw material availability was investigated. The researcher believes that additional research can be done on several other economic sectors, such as private institutions, city councils, or the automobile industry, among others. the impact of additional supplier relationship management factors, including inventory

control and profitability. By doing this, it can help improve the knowledge and comprehension of Supplier relationship management on the availability of raw materials.

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**RESEARCH INSTRUMENTS**

**QUESTIONNAIRE**

**SECTION A : DEMOGRAPHIC**

1. What is your gender?

Male	
Female	

2. What is your highest academic qualification?

Ordinary/ Advanced Level	
Certificate / Diploma	
Degree	
Postgraduate	
Other (Specify).....	

3. How many years have you worked at the Zimbabwe National Water Authority (ZINWA)

below 5 years	
---------------	--

6 -10 years	
11 -15 years	
16 – 20 years	
Over 20 years	

4. Which field are you specialized in?

Kindly tick in the box to show from which department are you from.

Human capital management	
Information Technology	
Design and engineering	
Corporate Communication Management	
Finance	
Water Quality	
Procurement and Stores	

**SECTION B: TRUST BASED RELATIONSHIPS**

5. The below statements refer to Trust based relationships on the aspect of the Effects of Supplier Relationship Management on the availability of raw materials. Please indicate your opinion on the following dimension [SA=Strongly Agree, A=Agree, NS=Not sure, D=Disagree, SD=Strongly Disagree].

	Trust based Relationship	SA	A	NS	D	SD
1.	Most of the organizational operations are based on trust.					

2.	The trust that is between the organization and its suppliers has enhanced cooperation and the length of the relationship.					
3.	Trust based relationships in the organization encourage information sharing between the suppliers and the firm.					
4	The firm established trust with suppliers who proved to be beneficial when it comes to the availability of raw materials.					
5	The organization intentionally pushes, develops and seeks to retain trust with its suppliers.					
6	The organization views the building of trust with suppliers as a costly and time-consuming process.					

SECTION C: SUPPLIER DEVELOPMENT

6. Below listed are statements that relate to supplier development in new product development as a supplier Relationship Management tool in enhancing availability of raw materials. Please indicate your opinion on the following dimension [SA=Strongly Agree, A=Agree, NS=Not sure, D=Disagree, SD=Strongly Disagree].

	SUPPLIER DEVELOPMENT	SA	A	NS	D	SD
1	ZINWA develops their supplier technology capacity in order to keep track of the materials needed and when to deliver.					
2	The organization financially empowers their suppliers.					
3	There is collaboration with suppliers in the company for long term relationships.					

4	The company helps suppliers in developing their production capacities.					
5	The company provides legal advice services to the suppliers					

SECTION D: SUPPLIER INVOLVEMENT

7. To following aspects, relate to Supplier involvement on the availability of raw materials at Zimbabwe National Water Authority. Please indicate how likely each aspect impacts type of raw materials delivered and delivery time in your organization using the following dimensions [1=Very Likely, 2=Likely, 3=Not sure, 4=Unlikely, 5=Very Unlikely].

	SUPPLIER INVOLVEMENT	1	2	3	4	5
1	Suppliers have helped the institution in preparation of specifications.					
2	There is a joint planning and meetings between the company and suppliers.					
3	The company gives careful consideration to the interdependence of its supply chain.					
4	The company employees group approach as a way to Supplier Relationship Management.					
5	The company involves suppliers in the supply chain decisions.					

## **INTERVIEW GUIDE**

[These questions guided the interview process with the interviewees]

### Section A: Trust based relationship

1. What do you think is the importance of trust based relationship?
2. How do you think trust based relationship can be best implemented?

### Section B: Internal factors affecting Supplier development implementation at ZINWA

3. Judging from your experience, what are the challenges faced in the implementation of supplier development system?
4. Can you explain how these challenges affect supplier development implementation at ZINWA?

### Section C: What are the benefits of supplier involvement implementation at ZINWA

5. In your opinion, what are the benefits of supplier involvement when it comes to the availability of raw materials?



