

**LOGISTICS MANAGEMENT AND ORGANISATION PERFORMANCE; A CASE
STUDY OF HARRIS INTERNATIONAL (U) LIMITED**

BY

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**A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF ECONOMICS AND
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DECLARATION

I, NAMPALA FLORENCE declare that this research report on the “The impact of Logistics Management on Organization Performance, A case study of Harris International (U) Limited” is my original work and has never been submitted for any award at any academic institution.

Signature

Date


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APPROVAL

This Research report entitled “The impact of Logistics Management on Organization Performance: A case study of Harris International (U) Limited” has been done under my guidance and Supervision as an academic Supervisor.



.....
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SUPERVISOR

Date.. 14/09/2019

DEDICATION

This work is dedicated to my, Father Mr. Magoba Aloysius, My mum Ms.Nalwoga Magret, my sisters Ms. Zawedde Prossy ,Ms. Nabakka Gorret, Ms. Nabagala Resty,Ms Kayemba Edith ,Ms Mbuliro Olivia for all the sacrifice, patience and commitment inclusive of all the challenges they faced in Educating and making me more enlighten. May the Almighty Lord bless you all abundantly.

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LIST OF ACRONYMS

PPDA	; Public Procurement and Disposal of Public Assets Authority
SPSS	; Statistical Package for Social Scientists
UBOS	; Uganda Bureau of Statistics
WB	; World Bank

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ABSTRACT

The study was carried out to establish the impact of Logistics management on customer satisfaction in the manufacturing sector. In today's highly competitive business environment, organizations are striving to achieve effectiveness, cost efficiencies and economies of scale. Most of these organizations perform various logistical operations so as to meet their customers' needs.. The study sought to address the following specific objectives; to identify the key logistics activities, establish the effect of information flow and, to establish the relationship between logistics management and organisation performance of Harris International (U) limited. The study employed a descriptive survey design and targeted only manufacturing sector with specific reference to Harris International. Data was collected from all selected respondents using questionnaires and an interview guide. The data was gathered using structured likert type questions and analysed using both descriptive and inferential statistics, with the help of Statistical Package for Social Sciences (SPSS). The Analysed data was presented using tables a population of 50 respondents was used to obtain information. The findings showed a significant relationship between Logistics management and customer satisfaction. The research concludes that Harris International limited should heavily invest in its logistics system to achieve efficiencies and effectiveness if it's to be responsive to customer needs especially in this era of increasing competition. Therefore, the research recommends putting in a place an effective and efficient logistics system that is responsive to the needs of the customers.

CHAPTER ONE

1.0 Introduction

This chapter presented the background of the study, problem statement, study objectives, research questions, scope, significance of the study and conceptual frame work.

1.1 Background to the Study

Across the world, logistics has advanced from the simple concepts of warehousing and transportation to become a strategic function in many companies. Sople (2010) explains that logistics capabilities supplement the supply chain operation and that it plays an important role in both organizational strategy and organizational environment. For many years, logistics has and remained a vital function in the affairs of many organizations as the sole process through which the organization can acquire, and regulate the flow of goods, inputs, and other resources (Cozollion, 2012). Logistics existed as both a practice, field of implementation and a function in an organization. As a function, it integrates a number of activities involved in procuring, implementing and overseeing usage of resources as well as integrating in-bond, outbound, global, production, distribution, after-sale, disposal, e-logistics, domestic and green logistics (Morris, 2007).

Globally logistics embodies detailed coordination of complex operations involving many organizations has become part of the management system and 90 percent of firm's prioritise logistics management. It is an engine for the entire organization (Baziotopoulus, 2008). Logistics management had been implemented in many countries in Africa and each production firm in South Africa has a logistics as an independent department. Close to 78% countries like; Kenya, Zambia, Malawi, have integrated logistics into their management function; mostly at operational level for better operations and production efficiency (Walters, 2003). The growing importance of logistics arose from companies becoming globalized to gain access to new markets, realize greater production efficiencies, and tap technological competencies beyond their own geographical borders (Kilasi, Juma, & Mathooko, 2013). In today's highly competitive environment, every company aimed at gaining a share of the global market and to take advantage of higher production and sourcing efficiencies. A key determinant of firm's performance then was the role of the —logistics function‖ in ensuring the smooth flow of materials, products and

information throughout a company's supply chains (Kilasi, et al., 2013). This was why in most recently, logistics had become more prominent and was recognized as a critical factor in competitive advantage.

In Uganda, until 2003, logistics function was done by top management, accounts and stores staff as part of their duties, however this has changed with the introduction of PPDA Act 2003. This stated that “Nevertheless, the private sector has had a less visible change due to PPDA (Wagamala, 2008). This portrayed varying logistics function and operation efficiencies in the organizations. As a drive to attain better production, achieve high market share and enjoy all benefits of better operations, Harris International (U) Limited runs a procurement and Logistics department independently. Harris International (U) Ltd was one of the leading food and beverage firms in Uganda that deals in production of beverages and water. It is one of the largest production firms in the beverage industry. Like any organization, Harris International (U) Ltd, focuses on Operational performance to achieve liquidity, profitability and resource mobilization purposes. (Coelli, *et al.*, 2005). However, Harris International (U) Ltd has not attained its operational efficiency given that it several times fail to reach its production and sales targets, despite handling large logistics and market share in the foods and beverage industry. This requires a thorough investigation mainly concerned with examining the logistics function, its production scope and hence operational effectiveness. Nevertheless, little had been documented as regards to the logistics management and organization performance at Harris International (U) Ltd and thus a priority area for this study.

1.2 Problem Statement

Managing logistics has been a critical focus area for many companies at both local and international scenes to achieve a competitive advantage. However, managing these operations in order to achieve their objectives has posed a great challenge to Harris International (U) Ltd due to the fact that it has and/or not yet established how much to invest in logistics and the right balance between responsiveness and efficiency. Harris International (U) Ltd in their pursuit of developing a lean, agile and efficient customer-oriented supply chain embraced the concept of logistics to support its operational activities like inventory management, order processing, transportation, packaging and storage. According to UBOS Report (2011), Harris International (U) Ltd had achieved 65% improvement in terms of performance attributable to its effective management and coordination of its distribution function. However despite such achievements, a lot inconsistencies and challenges still manifest at Harris International (U) Limited's logistics systems as evidenced from an overall global rankings of 130th out of 155 countries on the Logistics Performance Index (World Bank Performance Report 2013). This could be partly attributed to failure to maintain a delicate balance of increased material and transportation costs against the expectations of improved service levels mandated by customers. It's against this background that the researcher intends to undertake research to establish the impact of logistics management on performance at Harris International (U) Ltd.

1.3 Purpose of the Study

The main purpose of this study was to examine the impact of Logistics management on organization performance in the manufacturing sector, the case of Harris International (U) Ltd.

1.4 Study Objectives

- 1) To identify the key logistic activities practised by Harris International (U) Ltd.
- 2) To assess the effect of logistics information flow on the performance at Harris International (U) Ltd.
- 3) To establish the relationship between the logistics management and organization performance at Harris International (U) Ltd.

5 Research Questions

- 1) What are the key logistic activities practiced by Harris International (U) Ltd?
- 2) What are the effects of logistics information flow on the performance at Harris International (U) Ltd?
- 3) What was the relationship between the logistics management and organization performance at Harris International (U) Ltd?

5 Scope of the Study

The study considered a subject, geographical and content scope as described below.

5.1 Subject Scope

The study was limited to examining the impact of logistics management on organization performance within the manufacturing sector and critically sought to identify the key logistics activities, effect of logistics information flow and, to establish the relationship between logistics management and organization performance at Harris International (U) Limited.

5.2 Time Scope

The study was conducted within four months running from May-August 2019, and covered the period from 2014 to 2016. This was chosen because it was the period Harris International undertook massive market entry to launch and at the same time create its product awareness along the Ugandan market.

5.3 Geographical Scope

The study was conducted at Harris International (U) Ltd located at Plot 32/33, Bombo Road- Kawempe -Maganjo in Wakiso District, Uganda. The Company is working in Food retailers, Bottled Water business activities.

7 Significance of the Study

The study and study findings will be relevant to the following stakeholders;

Manufacturing Firms: Efficient and effective logistics will provide base for manufacturing firm growth, increased productivity, reduced cost of production, improved distribution, quality products, and increase customer satisfaction.

Government: Improved logistics management possibly will boast flow of trade and reduction of cost in exports creating export incentives, improved prices of goods and services, and reliable supply chain.

Logistics Sector: It may create efficiency on customs clearance process, quality of trade and transport related infrastructure, ease of arranging competitively priced shipments, quality of logistics services, ability to track and trace consignments, and frequency with which shipments reach the consignee within the scheduled time.

Academic Field: The study could also benefit the academic community as it may contribute to the increasing body of literature on logistics. It may possibly provide a framework of logistics management dimensions which may be used as a test base for further research.

1.8 Conceptual frame work

Logistics management

- Packaging
- Distribution management
- Transport management
- Information management

Organization performance

- Customer service delivery levels
- Reduced operational costs
- Increased profitability

Source, (Primary Data, 2016).

The framework is a researcher's own conceptualization of the variables under investigation. Logistics management was conceptualised in the perspective of its key logistics activities or functions and organizational performance was conceptualised in the perspective of increased responsiveness, timely delivery and increased profitability among others. The researcher based on the variables to determine the hypothetical and theoretical relationship that exists.

CHAPTER TWO LITERATURE REVIEW

2.0 Introduction

This chapter presented review of literature on the impact of Logistics management and organization performance. It presented publication from various books, magazines, journals and other sources of literature relevant to this study based on the set study objectives.

2.1 Key Concepts

2.1.1 Logistics Management

Stevenson (2009) defined logistics as the part of a supply chain involved with the forward and reverse flow of goods, services, cash, and information. He included the managing of all transportation material handling, warehouse inventory, order processing and distribution, third-party logistics, and reverse logistics in logistics activities. Logistics encompasses all of the information and material flows throughout an organization. It includes everything from the movement of a product or from a service that needs to be rendered, through to the management of incoming raw materials, production, the storing of finished goods, its delivery to the customer and after-sales service (Ittmenn& King, 2010). According to Spillin, *etal.*, (2013), Logistics management is a supply chain management component that is used to meet customer demands through the planning, control and implementation of the effective movement and storage of related information, goods and services from their origins to final destination. Logistics management therefore plays an important role of adding competitive advantage to a firm in customer support and business excellence (Buyukozkan, *at el.*, 2008)

2.1.2 Organizational Performance

According to Richard et al. (2009), Organizational Performance has been defined as the ability of an organization to fulfill its mission through sound management, strong governance and a persistent rededication to achieving results. Organizational performance can therefore be best measured through operational cost reduction and customer service delivery levels. As more manufacturers struggle with global markets, competition from low cost counties and faltering home economies, the attention of many manufacturers and retailers have naturally turned to cost and waste reduction. It is therefore very important to understand the best cost reduction strategies,

and identify the main cost drivers in a firm's operations. While an obvious need for cost reduction arises, the reality is that many firms do not know where most of the cost of a product occurs. It is also equally important to understand the overhead structure, as this can help to identify perverse incentives that may affect later decisions Meeker and James, (2004). According to Prathapand Mittal, (2010), Performance measurement is a crucial criterion for evaluating the competence and achievement of an organization. (Tuttle &Heap, 2008) defined performance measurement as —the process of quantifying action, where measurement is the process of quantification and action leads to performance. They emphasized the importance of satisfying customer requirements with greater efficiency and effectiveness than the competitors. Here the effectiveness referred to the extent to which customer requirements were met, largely with the essence that customer was always right and the efficiency referred to the measurement as to how economically the firm's resources were utilized (i.e. total output against total input) to provide a specific level of customer satisfaction (Islam &Sunders, 2013).

2.2.1 Profitability levels

A firm can count itself effective if it's able to operate above break-even point for long. Operations below breakeven point reflect high level of losses contrary to profits when the firm is above the Break Even Point (Ondinga, 2008). The faster the level to which the organization can attain this reflects perfect performance, high level of competitive advantage and subsequent business progress.

In the earlier study by Coelli, (2005) who reveals also that 90 percent of the firms in Uganda depend on profits to evaluate their performance. Therefore it is essential for a firm to decide whether to use the measures based on sales maximization levels, or profitability or production levels as bench marks for its performance.

2.2.2 Cost reduction

Costs are negative and detrimental to the organization. Costs should at whatever case be minimized and the firm can base on the cost reduction levels to evaluate its effectiveness. performance level based on costs is a information flow of which costs have been cut short, avoided or completely removed from the operations (Illumba *et al*; 2008). It is vividly clear that the firm has to keep its costs cut its operations are to be elevated than its competitors

2.3 Key Logistics Activities in an Organization

Tilokavichai, *et al.*, (2012) observed that logistics management consist of many activities including customer service, orders processing, inventory management, transportation, storage, packaging, demand and forecasting, production planning, purchasing and procurement, facility location, and distribution that were supported by enormous information flow every organization wanted to impress the efficiency on its formation. Logistics was one of the pronounced functions each and every organization should endeavor to practice and ensure it's properly done (Were, 2009). This was because logistics support, encourage and yield to continuous operations of the organization. Firms may not properly run without logistics. A number of activities are carried out under logistics management and these may be a clear source of better day to day undertakings at the organization. Some of these activities had been published by various scholars and are noted.

According to Baziotopoulus, (2008) Logistics was the management of the flow of goods between the point of origin and the point of consumption in order to meet some requirements. Along this chain of distribution from the point of origin to the consumption is a series of activities. The logistician has to keep track on how each of these activities are done for operational effectiveness (Tepic, 2011). In most cases, these activities are broadly considered in relation to their flow that is to and from the organization and this results into in sourced logistics and outsourcing. Walters, (2003) reveals that proper distribution of logistics yields to proper functioning of the user departments, smoothening day to day and long term operations at the organization. Therefore, it's pertinent that the logistics management is well facilitated to meet the supply orders from the user departments. Were (2009) observed that in order for the logistics management to operate, it must work hand in hand with the procurement activities within the organization. Procurement logistics consists of activities such as market research, requirements planning, make-or-buy decisions, supplier management, ordering, and order controlling. The extent to which the logistics management executes these activities is closely associated with the general requirements of the organization. This includes all other activities and support services to the organization (Muess, 2010).

Cozollion, (2012) also reveals that proper functioning of the logistics management is very critical in regulating procurement and acquisitions. The firms dwell on the right logistics, right source,

people and time to procure. It also defines the extent to which the company can in source or outsource its services (Were, 2009). Procurement logistics also looks closely at the disposal points, the right time and place for which to dispose and the required logistics to effect the disposal. According to Kushner and Poole, (2006) disposal logistics mainly deals with reducing logistics cost(s) and enhance service(s) related to the disposal of waste produced during the operation of a business. In addition to ensuring that the production is smooth, logistics management also undertakes activities for reverse activities such as management and the sale of surpluses, as well as products being returned to vendors from buyers. Reverse logistics stands for all operations related to the re-use of products and materials. Under this, activities undertaken include planning, implementing, and controlling the efficient, cost effective flow of raw materials, in-process inventory, finished goods and related information from the point of consumption to the point of origin for the purpose of recapturing value or proper disposal.

According to Kushner and Poole (2006), logistics also deals and handles material handling, storage, distribution to store units and general warehouse management. It's the logistics management that plans for the right materials, inputs to be stored, when and where they should be stored. From these activities, the logistics management is supposed to ensure they are properly handled and the state in which operations within these user- units, clients and suppliers are managed should depict what is right for the organization. Not all these functions are effectively offered, and for such this study focused on the operations of Britannia Allied Industries to establish the nature of its logistics function as well as the various activities actually implemented at the company.

2.4 Effects of information flow on Performance

Information flow is the ratio of the inputs to the out puts of the organization (Coelli, 2005). In many organizations, the aspect of information flow is very important but rarely attained. Ascertainment of the right information got inputs, their value, cost and contrasting them with the outputs helps us to conceptualize more of the performance of the organization (Walters,

2003). The growing importance of logistics arose from companies becoming globalized to gain access to new markets, realize greater production efficiencies, and tap technological competencies beyond their own geographical borders (Kilasi, Juma, & Mathooko, 2013). Organizations have moved from single-site facilities to globally integrated networks, where firms coordinate and collaborate.

Stock, Greis & Kasadra (1999) noted that to tackle the challenges set by the environment, firms need to integrate and coordinate their logistics activities. Van Donk & van der Vaart (2004) also observed that there's need to include information systems and technologies to facilitate collaboration and information integration. As a result, supply chain partners have been able to tighten coordination and optimize supply-wide performance with the help of information technologies and systems development (Lee & Whang 2000). External information integration and information sharing (terms are used interchangeably in research literature) are essential to firms who collaborate and integrate their activities and processes beyond firm boundaries.

Lee and Whang (2000) refer to information integration as sharing of pertinent data and information among the supply chain partners. Information sharing has been defined to include same aspects as in information integration, and it refers to sharing of critical information between a supplier and a buyer that is detailed enough, frequent enough and timely enough to meet the requirements of the firms (Carr & Kaynak 2007). By sharing for example demand, capacity or inventory information with key suppliers and customers, firms have been able to shorten order fulfillment cycles, decrease inventory levels, improve coordination of supply chain activities as well as increase service levels and demand forecasting (Chen, Yang & Yen, 2007). Regardless, the benefits derived from information integration, the implications of empirical studies suggest that there is still a need for cautious interpretations.

Uusipaavalniemi (2009), underline that only a few firms have been able to enhance their performance despite they have shared information. From logistics perspective, information systems contribute to eliminating uncertainty, reducing inventory and increasing responsiveness to customer requests (Fawcett *et al* 2007). In other words, information technology facilitates the replacement of inventories with information that is stored in a system and in an electronic form. After information is stored in an IS, the main challenge is to find the right information needed to

support decision-making. (Sandkuhl 2009) According to Boddy et al. (2005) an information system that provides people the information they need for performing their work, will support company performance. Information sharing practices often include a technical perspective. The use of current information technology facilitates communication between a focal firm and its suppliers and customers. Carr and Kaynak (2007) divide information sharing practices into two groups: to traditional methods and advanced communication methods. The traditional methods include use of telephone, fax, E-mail, written and face-to-face contact. The advanced communication methods consist of computer-to-computer links, electronic data interchange(EDI) and enterprise resource planning (ERP).Also different web-based procurement systems, electronic trading systems and supplier relationship management (SRM) systems have gained ground and are examples of advanced communication methods (Saeed et al. 2005).

2.3 Relationship between Logistics Management and Organization Performance

According to Herman and Joe (2006) in their book, “Organizational effectiveness: 5 steps to achieve organizational effectiveness” they reveal that there is significant relationship between functional units of the organization such as accounts, logistics, stores, procurement and human resource and the organizational effectiveness. This was cited among service firms and the perspective was general in relation to the functions of the organization. Of these units, procurement and logistics as well as accounting were the leading areas of particular concern if the firm is to attain effectiveness. The better the level of logistics management in the organization is synonymous to the units, inputs and outputs the firm runs. The scope and dimension in which the firm evaluates its effectiveness can be associated with the logistics flow of the inputs. Morris (2007) in relation to this aspect also states that there is a significant correlation seems to be visible between the logistics especially inbound logistics with the quality, level and extent of performance.

From the above view of Morris (2007) and Herman and Joe (2006), it can be considered that the level to which the organization effects its logistics management, may not only be relevant in controlling the in and out flow of logistics but also act to facilitate the level of performance in the organization. Accordingly, Coelli *et al*, (2005), observed that proper logistics provide a formidable foundation of what are the user requirements and also what are the customers’

demands. The requests for supplies and orders placed respectively relate with what can be produced and/or sold. Sales and production are thus based on the effectiveness of the logistics management. However, they also offer and provide an indication of operations and performance levels of the organization. This provides a link between logistics and organization performance, as the requirements and cause for logistics, yields and indicates the level of operations efficiency.

In a close relationship, Walters (2003) also reflected on the perspective that logistics and operations have a close relationship exhibited in the effectiveness of the supply chain effectiveness levels. For firms in production, it may not be considered reliable and efficient when there is a breakdown in the various tiers in the supply chain. To avoid such scenario of supply chain break down, continuous and reliable logistics are required which also reveals how much of the output is able to go to market thus keeping the supply chain revolving and continuous. In such a case, both the logistics management and organization performance facilitate and are thus closely associated. According to Ondinga (2008), a firm cannot do without logistics efficiency if it's to attain its performance and organizational objectives. In the study he reveals that out of a sample of 200 firms in Turkan province, close to 56.7 percent practiced a formal procurement and logistics function based on the nature of their operations. The firms which had no formal logistics management experienced hardships especially in mitigating operational and production constraints. This reveals the extent to which proper conduct of required logistics function does not only support the user departments and production but also supports operational efficiency of the firm. The challenge that exists however is how firms can build up a strong logistics management that can yield such high levels of organization performance.

In addition, Kushner and Poole (2006) revealed that, “when a firm is focused on production, one of its performance indicators is the pace to be a role model in the market, based on the quality, quantity and differentiation levels of its products. This reflects clearly on how relevant a firm should source the right inputs, for the right production process, from the right people and in the right time and quantity. All these “rights” form a basis upon which procurement and logistics are founded, thus prompting the firm to have the right logistics management for the right performance expected (Kushner and Poole, 2006). Whereas these emphasized the concept of

being the right aspect, it should be considered that all these are embedded in logistics and yield to operational effectiveness, hence revealing the extent to which the two concepts are related.

Related Studies

Srivastava (2006) investigated the state of logistics and supply chain practices in India. He found that, while Indian managers are well aware of the need to develop supplier partnerships, integrate and coordinate the flow of goods from supplier's supplier to ultimate customer, and share information among supply chain partners, the infrastructure necessary to facilitate such seamless integration is as yet unavailable. There is pressure in emerging markets to rapidly adopt logistics and supply chain integration practices in an effort to compete globally.

Morash and Clinton (1998) investigated the creation of customer value through the supply chain integration alternatives of collaborative closeness and operational excellence. They illustrated models identifying logistics as the unifying link intra-organizationally between the production and marketing functions and inter-organizationally between suppliers and customers. Analyzing data from almost 2,000 firms in the USA, Australia, Japan, and Korea, they found that efficient supply chains exhibit operational excellence and responsive supply chains exhibit collaborative closeness. Japanese and Korean firms were more likely to integrate supply chains based on operational excellence, while US and Australian firms were more likely to integrate supply chains on the basis of collaborative closeness.

2.4 Summary of Literature

In a summary, it may not be easy for one to conclude on the extent and nature by which logistics management is related with organization performance, unless a case reference is made to a particular organization. Although the above literature has attempted to provide a detailed review of the key areas associated with logistics, indicators of organizational performance and the areas in which logistics management and organization performance are related, it's not enough. This mandates further study on the concept a reason why this study was undertaken.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter described the way the research was conducted. It involved research design, study population, selection of the sample, data collection instruments, Data Collection Procedure, Analysis and limitations of the study.

3.1 Research Design

The study design involved qualitative and quantitative approaches of analyzing data. Quantitative approach consisted of figures to ascertain quantitative data which was quantified in form of percentages and frequencies. The study also used qualitative approach involved to gather opinions, views and interpreting these opinions in relation to study questions and variables in order to form descriptive statements. The study considered implementing its findings using this design because it assisted the researcher in getting deep analysis of responses and obtaining highly representative data.

3.2 Study Population

The study population consisted of 58 respondents drawn from the Management and staff of Harris International (U) Ltd located in Kawempe along Kampala-Bombo road in Wakiso District.

3.3 Sampling Design and Sampling Techniques

The researcher used mainly stratified random sampling to select the sample for the study. The population was put into strata i.e. Management and staff. A staff and administrators list was obtained from the Human Resource Manager at Harris International (U) Ltd. Sample unit respondents were then randomly selected from this list randomly until a sample required was attained. This assisted the researcher to obtain a highly representative and unbiased sample of respondents for the study.

3.4 Sample Size

The sample size of the study was determined according to Slovene's formula of sample determination. Under this, a target population of 58 was zeroed down to a sample size of 50 respondents respectively as stated by Slovene's. The Slovenes formula was used to determine the minimum sample size.

$$n = \frac{N}{1 + N(0.05)^2} = \frac{58}{1 + 58(0.05)^2} = \frac{58}{1 + 58 \times 0.0025}$$

$$n = 50$$

With n=number of sample

 N=total population

 e=level of significance 0.05

3.5 Data Collection Sources

The researcher used both primary and secondary data sources.

3.5.1 Primary Data

Primary data was source of data generated from the study area. It included opinions, views and suggestions of the respondents at Harris International (U) ltd. This was the major source of study information and constituted the major findings of the study. It was used because it provided first-hand information about the study variables.

3.5.2 Secondary Data

Secondary data sources are sources of information drawn from already existing literature that the research study uses to supplement and support the primary sources. It included all written, audio and visual information that was readily available on the study. This included information from text books, internet, newspapers, reports, brochures and news prints will also be used in the study.

3.6 Data Collection Instruments

3.6.1 Questionnaire

This was the main data collection tool. It consisted of questions that are set in relation to the research objectives so as to get the real answers to the set research questions. These are administered on the Management and staff of Harris International (U) limited. The questionnaires were used because they are easy and convenient to use in collection of data from busy respondents like those at Harris International (U) limited. The questionnaire were rated from 1-4 on a likert scale indicating the scores and responses such as (strongly agree, agree, disagree and strongly disagree) as described below in questionnaire, legends (SA, A, D, SD).

3.6.2 Interviews

For the purposes of obtaining deep-rooted and concise data, the researcher used interviews. These were conducted in a period of 20 minutes per selected respondent. The researcher based on an interview guide. Interviewing was conducted with the staff in the Procurement and Logistics department of Harris International (U) limited.

3.7 Data Collection Procedure

The researcher obtained an introductory letter from the College of Economics & Management, Kampala International University to be presented to the management of Harris International (U) limited. With approval by the authorities at the company, the researcher was granted permission to administer the questionnaire to the selected respondents. The researcher first conducted interviews with the staff in the Procurement and Logistics department. She also distributed questionnaires to respondents. After 2 days she collected, filled questionnaires.

3.8 Validity and Reliability

3.8.1 Validity

Validity was the ability of the research instrument to measure what it aims or is supposed to measure. According to Amin (2005), the research instrument must be appropriate for the study objectives to be achieved. The researcher consulted and discussed validity instrument with colleagues and supervisor to limit errors as much as possible.

Out of the total number of items of the questionnaire, the questions that were considered very relevant and quite relevant are rated. The content validity index for the questionnaire indicated 0.7 to confirm them valid since it is 0.74790 it meant that the instrument was valid.

3.8.2 Reliability

Reliability of an instrument was the dependability or the trustworthiness of an instrument. According to Amin (2005), it was the degree to which the instrument consistently measures what it is supposed to measure. This method is picked on a single pre-test group and shows the degree to which the items in the questionnaire are inter-correlated. That is, a respondent who would have completed the questionnaire will again be politely asked to complete another fresh questionnaire (retest) after two weeks to prove the answers earlier filled for consistence or how close they relate (Amin, 2005). Internal consistence of the items in the questionnaire is

established using Cornbach's formulae to computer the alpha co-efficiency of reliability. To get the reliability, the data will be entered in the computer and analyzed using the statistical package for social scientists (SPSS), which are useful for providing a Cronbach Co-efficient Alpha test for testing reliability.

3.9 Data Analysis

Data was analyzed using descriptive statistics, percentages and frequencies. It will be presented in tables, graphs and charts. These are used because the researcher anticipates that they facilitated the compilation and interpretation of study findings in a detailed and comprehensive manner.

3.10 Limitations faced during the study.

Poor time management by employees of the Britannia Allied Industries (U) limited also hinders the data collection process. Some employees came late as they had other things to do besides working at the company office, others did not keep appointments leading to failure to get responses from them in the end.

Unwillingness of the respondents to effectively respond to the questions is one of notable problems that the researcher faces in conducting study.

High transport costs and maintenance cost that researcher needs to carry out data collection process from the field.

The researcher will encounter problems of financial difficulties, especially in areas of printing, transportation, Library fees, internet costs and feeding among others, this constraint is averted by seeking financial sponsorship from friends and well-wishers.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.0 Introduction

This chapter contains the presentation, analysis and interpretation of results generated from the research instruments. The research analysed and interpreted the demographic characteristics of respondents and the findings based on the study objectives.

4.1 Demographic Characteristics

A total of 50 respondents took part in this study and the researcher identified the major demographic characteristics such as age, gender, level of education, and the level of experience of respondents. These are presented below.

4.1 Age of Respondents

The age of the respondents contacted was as shown in Table 4.1.1 below.

Table 4.1.1: Respondents' Age

<i>Age</i>	<i>Frequency</i>	<i>Percentage (%)</i>
20-29	12	24
30-39	17	34
40-49	11	22
50-59	06	12
Above 60	04	08
Total	50	100

Source: Primary data, 2019

Results in Table 4.1.1 reveals that majority of the respondents (34%) were aged between 30-39 years although 24% were aged 20-29 years. In the addition, 22% were aged between 40-49 years, and 12% were 50-59 years of age. Least (8%) were aged above 60 years. From the above, it was established that most of the respondents were aged 20-59 years, the most active age bracket in Uganda.

4.1.2 Gender of Respondents

The gender of respondents were as shown in Figure 4.1.2 below

Table 4.1.2: Gender of respondents

<i>Gender</i>	<i>Frequency</i>	<i>Percentage (%)</i>
Male	35	70
Female	15	30
Total	50	100

Source: Primary data, 2019

Results from table 4.1.2 reveal that majority of the respondents 35(70%) were males compared to their female counterparts. This implies that despite the fact that the study was gender insensitive, most males were interested in the study, and constituted the majority of the employees at Harris International (U) limited.

4.1.3 Level of Education

The distribution of respondents in relation to their level of education was as shown in Table 4.1.3 below;

Table 4.1.3: Education Level

<i>Level</i>	<i>Frequency</i>	<i>Percentage (%)</i>
Primary level	05	10
A and O level	08	16
Diploma	14	28
Bachelor of degree	20	40
Master's degree	03	03
PhD	00	00
Total	50	100

Source: Primary data, 2019

Results in Table 4.1.3 reveal that most of the respondents had bachelor's degree education (40%). Although 03% had master's degree and 28% had diploma Education. Those below diploma level had secondary education (16%) and Primary Education (10%). This implies that most of the employees at Harris International (U) limited were educated and hence provided relevant informed views about the logistics function and operations efficiency.

4.1.4 Tenure of Employment

Table 4.1.5: Tenure of employment at Harris International (U) Ltd

<i>Period of stay</i>	<i>Frequency</i>	<i>Percentage (%)</i>
Less than a year	01	02
1-5 years	15	30
5-10 years	25	50
Over 10 years	04	08
Total	50	100

Source: Primary data, 2019

Results of the study show that majority of the respondents had spent between 5-10 (50%) years at Harris International (U) limited, and 30% had spent 1-5 years and (8%) of the respondents had spent over 10 years. A few (2%) had spent only a year or less in service. This implies that most of the respondents were highly experienced and provided detailed responses about the study.

4.2 Findings on the Key Logistic activities practiced by Harris International (U) Limited

The first objective sought to establish the key logistic activities practiced by Harris International (U) limited. Responses were tabulated and analysed and the findings were as indicated in the following tables below;

4.2.1 Existence of Procurement and Logistics Management

The extent to which Harris International (U) limited had an established and operating procurement and logistics management were revealed as in Table 4.2.1;

Table 4.2.1: Existence of procurement and logistics department at Harris International

<i>Response</i>	<i>Frequency</i>	<i>Percentage (%)</i>
Strongly agree	18	36
Agree	22	44
Disagree	05	10
Strongly disagree	03	06
Total	50	100

Source: Primary data, 2019

Results in Table 4.2.1 reveals the perceptions of respondents regarding the existence of an established procurement and logistics department at the company. Majority of the respondents 22(44%) agrees and 36% strongly agree to the fact that there was a strong procurement and logistics department at Harris International (U) limited. However, 10% disagreed, 6% strongly disagreed and 4% were not sure about this. This implies that the company had a well-established procurement and disposal department which was the key are in which this study was undertaken.

4.2.2. Logistics activities carried out at Harris International (U) limited

Findings were obtained in regard to the key logistics activities practiced by Harris International (U) limited.

Table 4.2.2: Logistic activities carried out by Harris International (U) Ltd

<i>Logistic activities</i>	<i>Strongly agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly disagree</i>	<i>Total</i>
Acquisition and procurement	(44%)	(30%)	04(15%)	(15%)	50 (100%)
Material handling	(33%)	(54%)	(19%)	00(00%)	50(100%)
Reverse logistics	(55%)	(27%)	(11%)	(06%)	50(100%)
Production activities	(62%)	(30%)	(4%)	(04%)	50(100%)
Distribution activities	(33%)	(59%)	(04%)	(00%)	50(100%)

Source: Primary data, 2019

Results in Table 4.2.2 reveal the responses on the key logistics activities undertaken at Harris International (U) limited and the extent to which they are undertaken.

Acquisition and Procurement; This procurement activity was strongly identified by 44% and agreed to by 30% of the respondents. On the other hand, 15% disagreed and 15% strongly disagreed to this view. Majority 74% compared to 26% agreed to the fact that their procurement and disposal carried out acquisitions on behalf of the organization and implies the activity was being undertaken at the company. This also agrees with Muess (2010) who noted that procurement logistics consists of activities involved in acquisitions make-or-buy decisions, supplier management, ordering, and order controlling and other procurement activities.

Material handling; From the findings in table 4.2.2, 54% agreed and 33% of the respondents strongly agreed that Britannia Allied Industries limited carried out material handling in their

procurement and logistics operations, although 19% disagreed and 4% were not sure. Majority (77%) agreed to this view and this implies that material handling activities were undertaken at the company. The activity of material handling is so essential and this finding agrees with the earlier view of Kushner and Poole (2006) who noted that material handling logistics are carried out in storage and distribution to store units and general warehouse management so as to plan for the right materials, inputs to be stored, when and where they should be stored.

Reverse Logistics; As shown from the table, 55% of the respondents contacted strongly agreed and 27% agreed that reverse logistics are carried out at the company, while 11% disagreed and 7% were not sure. Thus, 83% of the respondents positively considered that within the procurement and logistics function, was the undertaking of reverse logistics and implies that the activity was highly carried.

Production Activities; In regard to production activities, 62% strongly agreed, and 30% agreed that procurement and logistics function at the company was engaged and referred to in production activities, although 4% disagreed and strongly disagreed respectively. A total of 92% agreed to this view implying that production logistics were the most undertaken activities in the logistics function at the company. This agrees to Tepic (2011) who revealed that production logistics activities are related to organizational concepts, layout planning, production planning, and control and are highly considered essential in logistics operations.

Distribution activities; Responses obtained revealed that 59% of the respondents agreed and 33% strongly agreed that distribution activities are carried out in the logistics operations of the company, though 4% disagreed and 4% were not certain about this. Majority 92% agreed to this view and this implies distribution activities are part of the logistics activities done by the company. This view supports and agrees with Kushner and Poole, (2006) who also noted that organizations undertaken distribution activities to ensure timely, appropriate and reliable supply of logistics to the organization.

4.2.3 Efficiency levels of Procurement and Logistics department at Harris International (U) Ltd.

Responses regarding the efficiency levels of procurement and logistics function were noted as shown in Figure 4.2.3 below;

Table 4.2.3: Level of efficiency of the logistics function at Harris International (U) Ltd

<i>Response rate</i>	<i>Frequency</i>	<i>Percentage (%)</i>
Highly efficient	08	16
Efficient	04	08
Not sure	-	-
Inefficient	29	58
Strongly inefficient	09	18
Total	50	100

Source: Primary data, 2019

Analysis of responses from table 4.2.3 indicate that majority 29(58%) held the view that the level of logistics was inefficient, followed by 09(18%) strongly inefficient, 08(16%) highly efficient and, 04(8%) agreed that it was efficient. From the responses a total of 76% revealed the logistics function was not effective and gave reasons like there are cases of shortages, high level of costs of procurement, Just-in –Time supplies, and the production-market demand was still low. On the other hand, a total of 24% considered it effective because the company attained some of its logistics and procurement objectives and has persisted in the market.

4.3 Findings on the effects of information flow on the organizational performance

The second objective examined the effects of information flow on the organizational performance at Harris International (U) limited. The results were tabulated and the findings were indicated as shown in the tables below;

4.3.1 Quick response to customer issues at Harris International (U) limited

Responses regarding the quick response to customer issues about product and services offered at Harris International (U) limited are shown in Table 4.3.1

Table 4.3.1: Level of customer issues at Britannia Allied Industries (U) Limited

<i>Response</i>	<i>Frequency</i>	<i>Percentage (%)</i>
Strongly agree	15	30
Agree	18	36
Disagree	10	20
Strongly disagree	07	14
Total	50	100

Source: Primary data, 2019

Results presented in Table 4.3.1 indicate that 18(36%) agreed that Harris International (U) limited offer high levels of customer issues, followed by 15(30%) strongly agree, 10(20%) disagree while 07(14%) strongly disagreed. Analysis of findings reveals that 66% were in total agreement pertaining to the levels of customer issues compared to agreed, 34% who objected the view. Quick responses to customer issues is in accordance with the view of Muess (2010) who revealed that for many firms because they do not attain have the rightful facilities to effect of information flow logistics, they may not easily account for it and thus a number of these organizations do not have effective information flow.

4.3.2 Effects of information flow at Harris International (U) Limited

Information flows between the different channels and stakeholders are analysed and presented as indicated in Table 4.3.2 below;

Table: 4.9: Effects of information flow and organizational performance at Harris International (U) Limited

<i>Effects of information flow</i>	<i>Strongly agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly disagree</i>	<i>Total</i>
Customer issues of products and services	(33%)	(41%)	(15%)	(11%)	(100%)
Profitability levels	(62%)	(19%)	(17%)	(02%)	(100%)
Better Service delivery	(74%)	(22%)	(4%)	0(00%)	(100%)
Inventory policy	(59%)	(11%)	(11%)	3(19%)	(100%)

Source: Primary data, 2019

Results in Table 4.3.2 show the various effects of information flow on organizational performance as revealed by respondents at Harris International (U) limited.

Customer issues about products and services; It was agreed to 41% customer issues about products and services at the company revealed the level of organizational performance, although 33% strongly believed. However, 15% disagreed and 11% strongly disagreed to this view. This implies that the customer issues about products and services are very useful in evaluating the level of organizational performance. This agrees to Walters (2003) who noted that customer issues about products and services which determines how much of the targets are accomplished and hence performance was effective.

Profitability levels; Findings revealed that 62% strongly agreed, 19% agreed while 17% disagreed to the fact that profitability levels at the company indicated the level of operational efficiency. 81% agreed to the statement while 14% totally disagreed. This implies that profitability levels at the company also indicated the level of organizational performance attained by the company, just as it was also revealed by Coelli, (2005) who reveals also that 90 percent of the firms in Uganda depend on profits to evaluate their effectiveness.

Better service delivery; As shown in table 4.3.2, 74% of the respondents strongly believed and 22% agreed that service delivery indicates the level of organizational performance although 4% disagreed to this view. The level of service delivery strongly effects of informational flow as totally agreed to by Herman and Joe (2006) who reveal that unless the firm is able to attain its targets in service/production delivery, its organizational performance is very minimal.

Share inventory policy with suppliers; Findings obtained revealed that 59% of the respondents strongly agreed and 11% agreed to the fact that share inventory policy with suppliers on levels of stock required as indicate of information flow and 11% disagreed and strongly disagreed respectively to this view. In addition, 08% of the respondents were not sure about this view. This implies that higher levels of inventory policy revealed higher levels of organizational performance and this agrees to Illumba *et al*; (2008) who noted that Operational level based on inventory policy.

4.4 Findings on the Relationship between the Logistics and the organizational performance at Harris International (U) Limited

The third objective sought to establish the relationship between the logistics management and the organizational performance at Harris International (U) limited. In response, the following were established.

4.4.1 Extent to which Logistics management and organizational performance is related.

Responses regarding the relationship between logistics management and organizational performance were noted as shown in Table 4.4.1 below;

Table 4:4.1 Rating of the Relationship between Logistic management and organizational performance

<i>Response</i>	<i>Frequency</i>	<i>Percentage (%)</i>
Strongly agree	21	42
Agree	18	36
Disagree	10	20
Strongly disagree	01	02
Total	50	100

Source: Primary data, 2019

Results of the study in Table 4.4.1 reveals that majority (42%) strongly agreed and 36% agreed that logistics management and organization performance are related, although 15% disagreed to this view and 20% strongly disagreed that the duo are not related. 02% were not sure. Out of all respondents, 71% agreed they are related and this implies that logistics management and organizational performance were related at Harris International (U) limited. Some of the areas in which the two aspects are related were established.

4.4.2. Logistics management and cost reduction at Harris International (U) Ltd

Respondents were asked to establish the extent to which the logistics management related with organization performance in terms of cost reduction.

Table 4.4.2: Rating the relationship between logistics management and cost reduction operations

<i>Response</i>	<i>Frequency</i>	<i>Percentage (%)</i>
Strongly agree	26	52
Agree	15	30
Disagree	07	14
Strongly disagree	02	04
Total	50	100

Source: Primary data, 2019

Responses of the study in Table 4.4.2 reveal that 52% strongly agree, 30% agree to the fact that logistics management and organizational performance are related in terms of cost reduction. This was noted that with a better logistics management, all the costs that should be incurred are based on the required inputs. On the other hand, 14% disagreed and 4%

strongly disagreed to this view. Therefore, 89% agreed to this view which related to Kushner and Poole (2006) who revealed that, “when a firm is focused on minimizing its costs through logistics and performance indicators and the quality, quantity and level of organizational performance.

4.4.3. Logistics Management and Effective organizational performance in Supply Chains

Responses rating the relationship between logistics management and organizational performance in terms of supply chain management are presented in Table 4.4.3 below.

Table 4.4.3: Level of the relationship between Logistics and organizational performance

<i>Response</i>	<i>Frequency</i>	<i>Percentage (%)</i>
Strongly agree	20	40
Agree	18	36
Disagree	07	14
Strongly disagree	05	10
Total	50	100

Source: Primary data, 2019

Results in Table 4.4.3 reveals the responses rating the extent to which logistics management and supply chain management were related in the operations at Harris International (U) limited. Most of the respondents (40%) strongly agreed and 36% agreed with logistics being related to organizational performance in supply chain management, while 10% strongly disagreed and 14% disagreed. This view was also revealed by Walters (2003) also reflected on the perspective that logistics and performance have a close relationship exhibited in the effectiveness of the supply chain effectiveness levels.

4.4.4. Logistics and Operational Profitability

The extent to which logistics management relates to operational profitability levels at the company were established and presented in Table 4.4.4 below.

Table 4.4.4: Level of relationship between Logistics management and Operational Profitability of the firm

<i>Response</i>	<i>Frequency</i>	<i>Percentage (%)</i>
Strongly agree	19	38
Agree	22	44
Disagree	06	12
Strongly disagree	03	06
Total	50	100

Source: Primary data, 2019

Results of the study shown in Table 4.4.4 reveal that 38% of the respondents strongly agreed and 44% agreed to the fact that a better logistics management results into higher operational profitability. This implies that logistics function and profitability in the operations of the organization were closely related and this agrees to Ondinga (2008), who noted that a firm cannot do without logistics efficiency if it's to attain its performance and organizational objectives especially enhancing its profitability.

4.4.5 Proper Logistics function helps to meet operations user requirements and customer demands

Responses relating to the level of relationship between logistics management and user requirements and customer demands are presented in Table 4.4.5 below.

Table 4.4.5: Level of relationship between logistics management and meeting the user requirements and customers' demand

<i>Response</i>	<i>Frequency</i>	<i>Percentage (%)</i>
Strongly agree	18	36
Agree	17	34
Disagree	10	20
Strongly disagree	05	10
Total	50	100 %

Source: Primary data, 2019

Responses in Table 4.15 reveal that majority of the respondents (36%) strongly agreed and 34% agreed to the fact that logistics management and ability of the firm to meet user requirements and customers' demands were related. However, 20% disagreed while 10% strongly disagreed to this

CHAPTER FIVE

SUMMARY CONCLUSIONS, DISCUSSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter provides a summary conclusion of the findings, discussions and makes appropriate recommendations in relation to the study on the impact of logistics management on organizational performance. The results and/or findings were presented in relation to the study objectives as indicated below.

5.1. Summary Conclusion

Based on the above findings, and the study objectives, the following conclusions were reached at: For the first objective, to establish the key logistic activities practiced by Harris International (U) limited. It was concluded that despite the low level of logistics management efficiency, a number of activities were being carried out right from acquisition; material handling, reverse logistics, production and logistics accountability were being done at the company. The study in regard to the second objective concluded that the level of organizational performance was high and this was indicated by high customer issues, profitability levels, service delivery levels, inventory policy which were cited to be fundamental in measuring organization performance.

In relation to the third objective in regard to establishing the relationship between the logistics and organizational performance at Harris International (U) limited. It was considered that the two concepts were related especially in aspects of cutting costs, ensuring reliable procurement activities, simplification of supply chain management, as well as all being relevant in meeting the user needs for operations efficiency.

5.2. Discussions

This study set out to establish the impact of logistics management and organizational performance. In order to attain this, the study set three (3) key objectives: to establish the key logistic activities practiced by Harris International (U) limited, examine the effects of information flow on organizational performance indicators exhibited at Harris International (U)

limited and to establish the relationship between the logistics and the organizational performance at Harris International (U) limited.

Findings on the key logistics activities performed at Harris International (U) limited revealed that the company has a well-established logistics department to manage its logistics function. The department manages and performs all the logistics activities from packaging, transportation, warehousing, procurement of inputs, supplies and regulating works, material handling, production activities, reverse logistics and distribution activities. It was found out that while these were mandatory activities; they were less effective, untimely and less undertaken by the logistics function at Harris International (U) limited. For instance, majority of the respondents (80%) accepted that logistics activities are carried out. This is in accordance with Kushner and Pole (2006), who noted that organizations undertake distribution activities to ensure timely, appropriate and reliable supply of materials.

Findings indicate that information flows within and outside the organization's operating areas. For an efficient and effective logistics system, organizations need to manage the flow of materials and related information. Findings indicate that majority of the respondents strongly agreed that information flows especially in areas of responding to customer issues, better service delivery and inventory. This is in agreement with popularly held views by authors like Walters (2003) who observed that customer issues about products and services determines how much of the targets are to be accomplished and Herman & Joe who revealed that unless the firm is able to attain its targets in service or product delivery, its organizational performance will be minimal.

In regard to the relationship between the logistics management and the organizational performance it was found out that there is a strong relationship between the two variables although at Harris International (U) limited this relationship was low for most aspects. This relationship existed in the ways by which logistics management ensures cost reduction, ensured effective supply chain management, profitability levels, meeting the user requirements and customer demands, among other aspects identified. It was generally established that logistics management, its effectiveness and its scope area of great impact on the organizational performance for any organization including Harris International (U) limited.

5.3 Recommendations

The study makes the following recommendations in respect to the findings, objectives and conclusions generated in this study:

- 1) There is need to enrich the training of staff in modern logistics activities so as to improve the level of performance of logistics department and hence improve the general operations of the organization.
- 2) The study also recommends that proper decision making and procurement management needs to be undertaken when sourcing for logistics. This is because the level of logistics determines operations efficiency.
- 3) The study also recommends that the organizations should focus on ensuring quality service delivery especially meeting customer requirements and/or needs so as to improve their operations.

5.4 Areas for further research

In the course of conducting this study, the following were identified and required attention by future research study;

- (i) The challenges facing logistics operations and implementation in the Humanitarian sector.
- (ii) The role of ICT on successful implementation of logistics function in an organization
- (iii) The impact of logistics management on performance of the Shipping-industry. A similar research should be done focusing on other industries.

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APPENDICES
APPENDIX I: Questionnaire

Dear Sir/Madam,

I am **Nampala Florence**, a student of Kampala International University conducting a research study on the “**Impact of Logistics Management on Organization Performance at Harris International (U) Ltd**” as part of the requirement for the award of a degree of Bachelor of Supply & Procurement Management. I therefore humbly request you to spare some of your time and fill in this questionnaire. Please be assured that all information you give here will be strictly for academic purposes and will be treated with great confidentiality.

SECTION A
RESPONDENTS' BACKGROUND INFORMATION.

In each section, tick in the box or fill in your response in the space provided as appropriate.

1. Respondents' Age Bracket.

20-29 ☐ 39-30 ☐ 40-49 ☐ 50-59 ☐ Above 60 ☐

2. Level of Education

PhD ☐ Masters ☐ Bachelors ☐ Diploma ☐ A & O'Level ☐

3. Period of stay at Harris International.

Over 10 years ☐ 5-10 years ☐ 1-5 years ☐ Less than a year ☐

SECTION B:

Direction: please respond to the options and kindly be guided with the scoring system below. Please write your rating in the space provided.

Rating	Score response	Description	Legend
1	strongly agree	you agree with no doubt	SA
2	Agree	you agree with some doubt	A
3	Disagree	you disagree with some doubt	D
4	Strongly disagree	you disagree with no doubt at	SD

Under the following sections, please tick according to your level of agreement.

Appendix II: Structured Interview Guide

1. What are the key logistic activities managed by Harris International (U) Limited?
2. What do you consider to be the effects of information management on Harris International's logistics systems and does it enhance performance?
3. What relationship exists between logistics management and the organization performance at Harris International (U) Limited?