# THE EFFECT OF CODIFICATION ON WAREHOUSING EFFICIENCY: A CASE STUDY OF MEGA STANDARD SUPERMARKET KAMPALA, UGANDA



BY

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# DECLARATION

I am here to declare that this research dissertation is my own work towards the fulfillment of the requirements of Bachelor's Degree in Supply and Procurement management, this research proposal has not been presented or for degree or any other academic award in any university or institution.

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# APPROVAL

I confirm that the work reported in this research proposal has been done under my supervision

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### **DEDICATION**

This work is humbly dedicated to my parents my father Mr. Malingha John, My mother Ms. Sabano Dina, for their financial assistance, my grand Mr. Malingha Lazalus, my uncle Mr. Higenyi Emmanuel for his guidance.

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May the Almighty Lord reward you abundantly.

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#### ABSTRACT

The study is sought to investigate the effect of codification on warehousing efficiency: a case study of mega standard supermarket Kampala, Uganda the study is to establish the effects of codification on warehousing efficiency, with the following specific objectives (i) To find out activities of codification, (ii) To examine the factors affecting warehousing efficiency, and (iii) To establish the relationship between codification and warehousing efficiency. The study used qualitative and quantitative methods of data collection. Quantitative approach was used because numerical calculations are necessary to determine the demographics of the target respondents in the area. Qualitative approach was used to capture some comments from the respondents that are relevant to the study.

From the study findings discussions were made and with Codification activities the study found that there is a positive significant influence of codification on warehousing efficiency. In order to achieve effectiveness that is subject to warehousing efficiency, there is need for codification for easy identification of items in an organization, for the Factors affecting warehousing efficiency Table five revealed a number of factors affecting warehousing efficiency And with Relationship between codification and warehousing efficiency The findings in table six revealed that codification helps the entity to control its inventory; this is because it reduces the amount of stock at hand by increasing the inventory turnover ratio, and this is consistent with.

From the study findings and analysis conclusions were made that Codification of materials is a step in maintaining stores in a systematic way; materials are classified in such a way that storing, issuing and identifying of products become easy generally. The study aimed to find out effects of codification on warehousing efficiency. Additionally, the study investigated factors affecting warehousing efficiency and finally the relationship between codification and warehouse efficiency. This study provided that codification has a positive effect on warehousing efficiency. This implies that an increase in adapting codification leads to increases warehousing efficiency. As a result, the study concludes that codification activities implanted were carried out positively.

Lastly based on the study findings the following recommendations are made. Technology, storage space costs, were some of the issues in line with codification that came out as respectively having the strongest influence on warehousing efficiency.

# CHAPTER ONE INTRODUCTION

#### **1.0 Introduction**

This chapter introduced the background of the study, statement of the problem, purpose of the study, the research objectives, research questions, and scope of the study, significance of the study, conceptual framework and key terms.

#### 1.1 Background to the study.

Codification refers to the process of representing each item by a number, the digits of which indicate the group, the subgroup, the type and the dimension of the item. (Sree Rama Rao 2008) asserts that, Codification of products or materials can be termed as the identification of products that deals with uniquely identifying each item in the inventory. (Weelearjan 200) defines Codification as the allocation of codes to all groups of items in the store for easy control and tracking. According to (Macgrathy 2008) Codification of materials is step in maintaining stores in a systematic way, materials are classified in such a way that storing, issuing and identifying of products becomes easy generally.(Bhat2011) defines warehousing function as concerned with physical handling of raw materials& component parts until they are used in production process. The warehouse is a part in logistic system where a firm stores or holds raw materials, semifinished goods or finished goods for varying periods of time and (Meindl) defines warehousing as the storage of materials that is to say packaging, finished goods and raw materials at different stages of supply chain. However (John and Bowen, 2014) defines a warehouse as a facility that consolidate products to reduce transportation costs, achieve economies of scale in manufacturing or in purchasing or provide value added processes and shorten response time.

The process of codification involves activities like identifying of materials, classifying and numbering of items (Nikam, D, n.d). This is applicable to items that are repetitively used and stocked, the system aids logistics processes, to include supply, purchasing, maintenance, warehousing, transportation and planning. For the case of classification of materials involve grouping of items according to predetermined criteria since large number of items are regularly handled by warehouses and therefore their planning and co-ordination need special

attention.(Rad, S.r, n.d) states that one of the prerequisites of codification is to know the basic nature and characteristics of all materials used in an enterprise, classify them in broad categories and then to group & sub-group them in logical progression of kinds, type and size. Codification is an aspect of store management in a way that products brought into stores are immediately assigned system code for easy identification, this is necessary to avoid problems of multiplicity of inappropriate or incorrect names assigned to products.

Codification enables organizations identify stock articles, materials or merchandise and for reference, similar codes are encountered daily in many walks of life. Postal address codes, telephone numbers, credit card symbols, card registration numbers for instance, (P.J.H. Baily 1979). Also codification can be advantageous over plain language descriptions when the population of people or things to be referred to becomes large, In a small stores with limited range of stock it could be better to use plain language descriptions but as the range of stock increases there is increasing scope to save time and avoid confusion by using stock codes. According to (E. Jonathan 1748) Codification helps store manager in controlling materials or management of materials highly depends on the system adopted for effective coding of materials stored. Codification in addition enables organizations check stock more frequently, a rolling inventory avoids a massive annual exercise but demands constant attention throughout the year, Business Link UK (Gov.uk/ Business).Codification is important in a way that it enables organizations to accurately plan safety stock, better gauge your lead time targets and optimize the resources that organizations spend to prevent production overtime, (Aaron Lyles).

(Bhat, 2011) explains the warehousing roles which include consolidation, it means collecting smaller quantity of goods to form a larger quantity in order to real use lower transportation rates by moving the less than truckload (LTL) shipments relatively short distances to and from a warehouse, warehousing can allow a firm to consolidate smaller goods into a larger quantity of goods with significant savings in transportation. Another major usage of warehousing is to provide service to customers, having goods available in warehouse when a customer places an order particularly if the warehouse as in a reasonable proximity to the customer usually leads to customer satisfaction, finally, warehousing usage is protection against contingencies such as delays in transportation, vendor stock outs or strikes by truck operators, physical supply

warehouses stock large inventories of raw materials to avoid production holds ups due to shortage of raw materials.

World Health Organization in Uganda do carryout codification to classify diseases, (Dr. Yonas Tegegn). It provides a comprehensive coding system for diseases and health conditions to be used on death certificates, hospital and other vital recodes for example office of National Statistics, (Woldemariam). Due to codes allocated on death certificate the organization is in position to determine the death number this assists in evaluation process and also to determine the trend between the death population & those still living. However much the organization has deployed the use of codes to determine death rate, the total population in the country, it has failed to get updated data about death rates a thing that hinders planning and brings about confusion in statistical data, (Hoyert DL, 2007).

#### 1.2 Statement of the problem.

Codification is the process by which all items of supply are identified, classified and uniquely numbered in a uniform manner by giving the item its unique character or differentiating the item from any other item of supply(Karen Spitler). Codification can help the company control its inventory by reducing the amount of stock they have on hand and by increasing the inventory turnover ratio. Both of which make the company's distribution network more efficient and lower its overall cost, usually inventory items are classified into three categories by following the ABC approach. According to (Martin Murray) with codification Logistics departments accordingly make decisions based on this data. Codification of materials are steps in maintaining stores in a systematic way that is to say materials are classified in such way that storing, issuing and identifying of materials become easy. Codification enables organizations in requisiting items or the operational departments, in placing of orders by the purchase department, in receiving and expediting the items on receipt from the supplier, in having unique record of each of the items in stores and in work-in-process or in warehouse so as to facilitate the control over the loss, deterioration, obsolescence, non-movement system, (Wasi Rahman).

Mega standard supermarket is Ugandan supermarket that applies codification in their business as they use it to track their products using electronic fiscal devices which help them to achieve efficiency and effectiveness in their warehouse, (Samer Kumer).However, despite Mega Standard Supermarket having implemented codification, they have not fully embraced all the advantages of codification which has mainly affected them in terms of theft where by most of products are being stolen from the shelves due to failure in monitoring them, (Emmy Atuhaire), difficult in monitoring the expiry dates on their products due to few technical personnel responsible, therefore it is upon the study sought to assess the effects of codification on warehousing efficiency we using Mega Standard Supermarket as case study.

# 1.3 Purpose of the Study

The purpose of the study was to establish the effects of codification on warehousing efficiency.

### 1.4 Objectives of the study

- (i) To find out activities of codification.
- (ii) To examine the factors affecting warehousing efficiency.
- (iii)To establish the relationship between codification and warehousing efficiency.

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

- (i) What are this activities of codification?
- (ii) What are the factors affecting warehousing efficiency?
- (iii) Examine the relationship between codification and warehousing efficiency?

### 1.6 Scope of the study.

The scope of the study contains content scope, Geographical scope and Time scope.

#### 1.6.1 Content scope.

The study was generally to investigate the effects of codification on warehousing efficiency as it specifically establishes the activities of codification, the factors affecting warehousing efficiency and the relationship between codification and warehousing efficiency.

### 1.6.2 Geographical scope.

The study was conducted at Mega standard supermarket located at Burton Street 16D, 256 Kampala city.

#### 1.6.3 Time scope.

The study covered the period of four (4) months (May-September 2019) and considered literature review to understand the problem of study well.

### 1.7 Significance of the study.

The study will help the researcher to gain skills of conducting research and the acquired skills will not only be limited to academic research but will also be of paramount importance to the researcher while in office after school.

The study shall also guide other future researcher intending to carry out further studies and as basis of literature review with the purpose of compiling strong report.

The study shall also provide strategies to all business owners on how to deal with electronic sourcing for better organization performance.

The study findings will help to add on the body of existing literature about the study variables and this will be of help to future students and researchers.

#### **CHAPTER TWO:**

#### LITERATURE REVIEW.

#### 2.0 Introduction;

This section provides information on codification activities and factors affecting warehousing efficiency as well as the relationship between codification and warehousing efficiency.

#### 2.1. The Codification Activities.

**Materials Identification;** Materials identification is the process of systematically defining and describing all items in warehouse and this is done by designating of the components of products in words, symbols or numbers (2014, NalThesaUrus) Or it refers to expression and determination of a concept, which incorporates adequate information to directly or indirectly describe the physical and performance characteristics of an item that is to say physical or performance characteristics (Karen Spitler). Identification codes are used to make an unambiguous identification of a thing. The one-to- one correspondence between the code and the thing is very useful for recording and linking records of items& actions taken on the items (such as point- of –sale transactions, inventory management, and record keeping).

It is also important in a way that it assists in planning, procurement and management of materials. Largely due to ignorance in several cases the correct description of the code number given by the user department, often the code number given may not tally with the description of goods hence an experienced store keeper should use his intelligence to identify the mistake and suggest to the indenter the correct items (Prof. Dr. Rer. Nat. R. Dahkmann). When one deal with large number of items, depending on physical description of the item becomes unreliable hence we need a system which provides a unique identification for item in warehouse (malikshawal), materials suppliers to stores follow their own numbering system for identification therefore it is primary responsibility of store management to develop a unique identification system to facilitate clear communication internally (James Gikingo).

**Classification of items;** this is the process of hierarchically grouping products or services items into classes to meet specific needs or it refers to putting of materials into groups (David Wood), for example companies classify its warehouse inventory with process known as ABC methodology here items are sorted basing on sales volume, lead time, cash flow or stock out costs (H. Ford Dickey), warehouses contain the following three types of inventory that is to say First moving items that sell out almost as fast as they are produced, High value items that sell infrequently and Hybrid products that sell moderately quickly, materials are also classified as raw materials, spare parts, general supplies that is to say these are articles which are consumed in the process of manufacturing but do not become a part of product such as fuel and oil lubrication, tools and lastly finished products (Nikhila C). ABC classification is often used in cycle counting this is where fast moving warehousing inventory is regularly counted, while inventory of less importance is counted less frequently for example, Group A items may be counted monthly, while Group C items may be counted only once every six month therefore businesses that carefully classify their warehouse products are better able to efficiently stock inventory (Gary W. Marion).

Classification of items helps in product discovery, a common naming convention allows computer systems to automatically list similar products under a single category, when a person is searching for the category, and he or she finds precisely the things being discovered and nothing else. The same principle applies to pre- tagging product information records with a pre-vocabulary of items that has been developed by industry participants (Carter, Phillip). According to (Karen Spitler) says that classification codes brings about single, uniform view of all expenditures in a company because it ties together all departments and divisions, including business functions such as purchasing and settlement. It can be integrated with procurement card programs, codes because they can be used in information systems, are essential components for streamlined control of the list of authorized items and vendors, approval workflows and allocated dollars for expenditure.

**Numbering of inventory,** this refers to description for each inventory item by using the name of the subgroup as the description instead of an adjective for example you add the size of the bowl to the description such as bowl, salad and medium, white to the description (Karen Rogers). Numbering system reduces the time it takes to make an inventory count and it also help you

track your inventory from when it first arrives at the warehouse until it gets to the sales floor (George Doyle).

**Naming of items,** here items are named either by a basic noun word or a basic noun phrase. Used as an item name only when it establishes a single concept of an item or as the first word or group of words in an item name, followed in inverted sequence by the least number of modifiers necessary to establish a single concept of an item. An item Name is normally broken up into two parts normally called; Nouns or Objects and Modifiers or Qualifiers (Karen Spitler).

#### 2.2. Factors affecting warehousing efficiency.

**Technology;** in recent year's technology has increased pressure on retailers by providing immediate response and high quality solutions to their customer's demands. The online channel is helping to inspire and excite consumers with half of consumers using three or more channels and social media becoming more and influential on consumer behavior. Consumers are now less concerned by acquisition of goods and are more concerned with the nature of those products & their real value forcing retailers to focus on quality and customer experience (Wang 2016), however lack of information technology can pose a serious risk on store and organizations will remain irrelevant with no new system (Richardson, 2002).

**Space Utilization;** optimizing space utilization has been one of the main goals in designing and operating warehouses (Van den Berg 1999). The U.S Roadmap for Material Handling & Logistics recognizes low warehouse utilization as one of the main factors that propels companies, associations and governments to employ collaborative warehouses more in next decade. It also predicts that requests for high speed delivery or same day delivery forces companies to build their warehouses & distribution centers near major metropolitan areas where real estates is very expensive and therefore efficient use of space becomes more important (Gue et al. 2014). Having a large warehouse is not always good business practice, a large warehouse means that a business can store large numbers of items there which all have cost associated with them. In addition, a large warehouse means the staff is not looking to utilize space efficiently and this can cause unnecessarily long travel times between locations, causing additional fuel costs, labor costs and delays in loading & unloading trailers improvements (Martin Murray), smaller warehouses can cause companies to be more creative in their thinking which can lead to

improving space utilization in the warehouse leading to short travel times, improved loading and overall efficiency improvements.

**Storage space costs;** in order to optimize a company's supply chain, a company needs to understand the total cost of its supply chain, inventory carrying costs are a large part of that total cost, (Gary W. Marion) asserts that when companies are looking to reduce costs, a great many times they ignore the inventory sitting in their warehousing and the cost of carrying that inventory, it is important for businesses to carefully examine all the costs of carrying inventory and determine where they can make changes to reduce that cost and help with the company's bottom line. The costs of carrying inventory will include inventory service costs, these costs include insurance paid on the inventory and taxes to local government. The insurance that a company pays is dependent on the type of goods in the warehouse as well as the level of inventory, the higher the level of inventory in warehouse the higher the insurance premium will be. Many local authorities tax the level of inventory in the warehouse, so higher levels of inventory will lead to higher taxes paid and higher inventory services cost (Martin Murray 2019).

Layout planning of warehouse; Warehouses are constantly striving to improve efficiency and the facility's layout plays a big part in productivity, storing fast- moving products closer to shipping docks, ensuring that there's enough space for easily moving larger items from place to place while also minimizing wasted space and organizing your layout to minimize traffic jams and congested areas are just a few things to consider when designing a layout, (VarshaSaha). When designing a new warehouse or possibly just expanding on current layout, it is important to factor in the impacts on labor to determine the optimal warehouse size and layout. Over the course of recent project, his team encounter a specific set of warehouse constraints not typically observed in the distribution centers of today's economy, (Michael Duport- Madinier). Operational process improvements and labor standards implementations are typically the focus of increasing labor efficiencies, warehouse layout and product variety should not be overlooked as they have a significant impact on labor efficiency. It is important to find the optimal balance of product variety based on warehouse size to help avoid the more detrimental impacts on warehouse labor productivity.

Accuracy of the receiving area; is the most active area fill with activity almost all the time, any potential bottleneck caused in that area might have a bad impact towards the operation work flow. Applying a standard turn for each transporter to enter the loading dock, may reduce congestion. It might be time consuming but it gives the advantage for the receiver to clear the receiving area before the next transporter comes in, it can also reduce the chances of mistake during receiving as the checker would not be made to rush while checking all the incoming stock but if this area is not taken kin of it may lead to congestion and delay in supply, (Syed Muhammad Faizal).

**Location**, (David Ecklund, 2010), in addition to transportation costs warehousing location is determined based on the location of major markets and customers, the location of supply points, the volume of product moving to or from supply point and customers, transportation rates, the level of service required and the product characteristics, local conditions including access to & cost of labor, land and building.

**Redundant processes**, according to (Newcastle, 2016) traditionally warehouse employees have been likely to handle a product several times due to the nature of the warehousing process. This tendency lingers on in current practices, a notable redundant process in warehouses is where warehouse workers pass the same ticket through multiple hands while necessary in instances, such redundant procedures time consuming and increase the costs of labor using barcode technology streamlines the warehousing process, removing redundant processes while maximizing resource utilization.

**People**, people are very important assents of warehouse operations, (Andrian Gonzalez). Human resources can be the strongest and the weakest link your warehouse performance even in a highly automated and system controlled design, warehouse operations are heavily dependent upon people to run and manage operations. Typically in warehouse operations, besides management structure, the operations resource categories are MHE operators, operations staff who manage shipments put away material pinking tasks and other operation including labeling, picking, kitting, inventory counting, documentation and systems operators, these resources are mainly categorized as team leaders & operators, (Zurina Hanafi).

#### 2.3. Relationship between codification and warehousing efficiency.

**Standardization**; Codification leads to standardization which reduces costs by 50% through purchasing leverage, this can reduce the purchasing costs considerably. Once purchasing of parts and products are standardized, the costs of inventory will go down coincidentally since common parts are stored & resupplies only as needed, BOM/ MRP/ ordering expenses will be avoided. Overhead costs such as purchasing put away picking and bill paying will go down as well, there is less overhead in procuring standard parts and materials that are common & more readily available and more standardization means less picking and manufacturing costs, (Ron Kettering). One of the most common reasons for poor efficiency and quality in warehouse production is the lack of standardization if you don't use best practice and make an optimal standard for every process you will have as many ways to perform a process as you have employees, ( Robert Karlsson).

**Inventory management processes** of receiving, delivering among others, codification help in automation data collection. Some companies believe in power of pen & paper in tracking inventory movements in warehousing however the sheer volume of today's processes in warehouse management have made hand- written tracking procedures obsolescent, the same problem exists with manual entry of information into computers and electronic shipping systems although such methods still exist they can easily misread, misunderstood or entered incorrectly. As a result subsequent shipping processes for a specific order become disorganized and inaccurate, (Adam Robinson). Codification leads to warehouse and inventory management due cycle inventory counting, numbering which are connected, and control of one aids control of the other. Warehousing management needs to be efficient and accurate in terms of locations of stock that follows a systematic order, achieving this will allow a greater deal of ease when assessing supply and demand & the re- order levels required which are components of inventory management, (Melanie).

**Identification of products;** warehouse is managed due to codification in a way that materials are easily identified, global market is increasingly pressuring businesses to improve the efficiency of their operations, ( Joel Bradbury). Today's warehouses management system is no exception using lean principles, warehouses will see a remarkable improvement in organization and product flow as well as their ability to meet the demands of customers therefore by creating

a visual map, warehouse managers can identify materials that are being stored inefficiently or handled too often, they can also improve the warehouse layout and storage system to reduce handling & improve how items are stored for example fast- moving items should be easy to reach while slow- moving items can be placed towards the back of the warehouse or at the top of the storage rack, ( Curt Barry, 2017). Failure to identify products may lead failure to determine the products that has been withdrawn from warehouse which hinders planning.

**Correct and efficient inspection;** keeping track of how well your warehouse processes are running is so important if you want your business to perform the best it can and this is possible due codes assigned to your products (Bray, Wansford), A warehouse inspection is a good way to document whether your warehouse handles equipment and situations safely creating a checklist or plan of process before running an audit will ensure the once tedious assessment can smoothly with ease. Warehouse inspection can provide improvements such as greater employee productivity, efficiency, health and safety & of course provide a trustworthy service that clients can rely on, (Anastasia, 2015).

**Record keeping;** codification is necessary when carrying out documentation and it is the evidence of the movement of goods in warehouse in respect of all its dealings, (Krishna Moorthy Vrindavan). It is the biography of the items connecting from your supplier till reaches the end user for any purpose connected to it for internal use, for evidence purpose, for reference, for litigation any customer service.

Efficient purchasing; The filling up of purchase requisition, and preparation of purchase orders and simplified by the use of codes which easily indicates the materials required by buying instructions to suppliers become easy and quick if there is proper understanding of codification by the suppliers,( Carter Phillip).

**Product discovery**; A common naming conversion allows computer systems to automatically list similar products under a single category. When a person is searching for the category, he or she finds precisely the things being discovered and nothing else, (Michael Dupont- madinier). Same principle applies to pre- tagging products information records with a prier set vocabulary of items that been developed by industry participant, (Karen Spitler), without product discovery brings about difficult in identifying each item accurately.

**Expenditure analysis**, when every purchase transaction of an enterprise is tagged with a common set of product identifiers, (Dr. Yonas Tegegn). purchasing managers are able to analyze enterprise expenditures, with identifiers that are part of the a hierarchical taxonomy, individual purchases can be rolled up into more generic categories for example safety glasses can be rolled up into shop supplies or industrial suppliers, (Woldemariam), absensure of expenditure analysis makes accounting work of various items difficult.

#### CHAPTER THREE.

#### **RESEARCH METHODOLOGY.**

#### **3.0 Introduction**

This section provides for research methodology including the research design, sample size, population study, tools for data collection, analysis of data and presentation. limitation to the study.

#### 3.1 Research Design

The study used qualitative and quantitative methods of data collection. Quantitative approach was used because numerical calculations are necessary to determine the demographics of the target respondents in the area. Qualitative approach was used to capture some comments from the respondents that are relevant to the study. The descriptive research design was adopted with the intension of obtaining both qualitative and quantitative aspect of data.

#### 3.2 Study Area

The study was conducted at Mega Standard Supermarket located at Burton Street 16D, 256 Kampala.

### **3.3 Population**

The population of study comprises of some Mega standard Supermarket staff among which included members of warehouse (store) department, information technology department and lastly the human resource department.

# **Table 3.1: Study Population**

Department	Population
Warehousing department	16
Information technology department	16
Human Resource department	14
Planning and investment department	14
Total	60

# Source: HRM Report, 2019

# 3.4 Sample size

The investigation is likely to focus on departments of Mega Standard Supermarket whose tasks in one way or another are related to codification activities. A sample of 25 respondents is adequate as proposed by charmaz (2006) hence basing on this principle, a sample of 30 respondents is decided from the sampling frame because of nature of the study. Therefore the sample is composed of those conversant with codification proceedings and especially materials identification.

# Table 3.2: Selection of subject.

Department	Population	Sample Size	Sampling technique
W	16	1/	Purposive sampling
warehousing department	10	14	i urposive sampning
Information technology department	16	14	Random sampling
Human resource department	14	12	Purposive sampling
Planning and investment department	14	12	Random Sampling
Totals	60	52	

Source: HRM Report, Krejice& Morgan 1970

## 3.5 Sampling techniques

The sample was drawn by using purposive sampling technique and random sampling technique.

#### 3.5.1 Random Sampling Technique.

Random sampling technique was employed to select members of head of departments (i.e. those who are from the warehousing department whereby respondents was selected randomly from the list of employees in the respective departments and each respondent had equal chance of being selected.

#### 3.6 Data Collection

The study used primary and secondary data, the secondary data is going to be collected through a review of literature relevant to the study area and specifically that targeting the broad area to assess effects of codification on warehousing efficiency with reference of Mega Standard Supermarket. The self-administered questionnaires will be sent through official e-mails and others will be dropped at the respondent's office where possible. Interviews were also used in order to get face to face conversation and help him clarify information obtained using questionnaires.

#### 3.7 Sources of Data

To meet the aims of research it was of great importance to use primary and secondary methods of obtaining data, the primary source provided first hand data through interviews and questionnaires while secondary source used company records, library and internet.

### 3.7.1 Primary Data.

Primary data is information captured straight from sample population through questionnaire, interview guide, focused group discussions, observation and experimental studies, (Kombo and Tromp, 2006). Primary data collection has variety methods ranging from survey research, in depth interviews to observation and experimentation which will be discussed to justify the method to be used in this research. Survey research method is considered as the most common primary data collection method and it is related to questionnaires' administration.

### 3.7.2 Secondary Data

Secondary data for the research was generated from the internet, newspapers, magazines records journals and published text books which helped the researcher to compare information generated from the field and what was written by other scholars, (Driscoll 2017). Secondary data is used to increase the sampling size of research studies and also is chosen for the efficiency and speed that comes with using an already existing resource, (Margare 2019).

#### 3.8 Reliability and Validity

#### 3.8.1 Reliability of Data

According to Mugenda (2003), reliability refers to the measure of the degree to which research instruments yield consistent results after repeated trials. A research is seen being reliable when it can be used by a number of different researchers under stable conditions, with consistent results and the results not varying, (Wallen 2003). In order to ensure reliability to the study, the researcher will on arranged dates have face to face with the supervisor in order to measure of internal consistency (i.e. coefficient of reliability).

#### 3.8.2 Validity of Data

The questions' appropriateness and generalization to the topic will be validated through consultation with the supervisor. The study was carried out in such a way that there is consistency between theory and practice. This also was achieved through careful design of directions for measurements with no variation from group to group.

#### 3.9 Tools for Collecting Data

#### 3.9.1 Interviews.

An interview involves an interviewer, who coordinates the process of the conversation and asks questions, and an interviewee, who responds to the questions, (Ellen 2010). They are useful to obtain detailed information about personal feelings, perceptions and opinions, (Ellen 2010). Interviews were used because they are convenient for the researcher for example the unstructured interview where the respondent is free to explain a question according to the existing situation, this helped the researcher to get more information. The interviews will be based on the answers that were provided in the questionnaires from the respondents.

#### 3.9.2 Questionnaire.

Questionnaire is a set of printed or written questions with a choice of answers, devised for the purposes of a survey or statistical study, (Foddy 1994).Questionnaires are to be used because they give respondents enough time to answer the questions accurately,(Foddy 1994).Here, the researcher will send semi structured questionnaires to the respondents because the sample size is quite large, and given the time constraints, target population is literate and unlikely to have difficulties in responding to questionnaire items, hence questionnaire is ideal tool for collecting data for the survey. They are also time saving and convenient for busy employees and administrators as they will be given time to fill in the questionnaires hence giving accurate results to the researcher, since the questionnaire was self-administered after two weeks of submission to the respondents, the researcher went on collecting them from the respondent.

#### 3.10 Data Presentation and analysis

Data collected from the field will be presented in tabular form, frequencies, percentages and use of relevant charts. After the collection of the questionnaires, editing, coding and classification are carried-out, information will be examined with the use of questions in the questionnaires which will ascertain the correctness and authenticity of responses given. The data will be processed and analyzed using tables. During this process of data analysis, the researcher will use Descriptive statistics including; frequencies, percentage distribution.

#### 3.11 Ethical Considerations.

The researcher first seeked permission from respondents before gathering data from them. During data collection the researcher observed the following ethical considerations; voluntary participation, informed consent and anonymity. The researcher also minded about treating the respondents' views with utmost confidentiality.

#### **3.12Limitations to the study**

The researcher was also financially constrained due to the amount of funds required to accomplish the research effectively, for example, costs pertaining to transport, printing, photocopying and also accessing data from different sources hence making data sourcing difficult.

Misinterpretation of the questions by the respondents whereby since the questionnaire is read and answered by the respondents without interpretation of the researcher, there may be cases of misinterpreting the questions which may lead to wrong information collected by the researcher hence making the study ineffective.

Weather changes like a lot of sunshine, unexpected rains, within the study area will affect the researcher's movement schedules. And a lot of time will be wasted, but some of these problems will be minimized by moving with some equipment like raincoats, umbrellas and other facilities.

#### **CHAPTER FOUR**

# DATA PRESENTATION ANALYSIS AND INTERPRETATION OF FINDINGS.

#### 4.0. Introduction.

This chapter consists of data presentation, analysis and interpretation of findings on the effects of codification on warehousing efficiency; a case of Mega Standard Supermarket.

The findings are presented according to a specific objectives using tables and graphs. However, the first section of this chapter presents the background information of respondent.

### 4.1. Bio Data of the Respondents.

The demographic characteristic considered in this study included gender, marital status, education, position and years in services.

### 4.1.1. Gender of Respondents

# Table 4.1; Showing Gender of Respondents.

Sex of respondents	Frequency	Percentage
Female	38	73.1
Male	14	27
Totals	52	100

### Source; Primary Data 2019.

From figure one above, response indicated that the majority of respondents were female who accounted for 38(73.1%) and male respondents accounted for 14(27%). This gives an implication that female respondents dominated the study and this is due to the company policy to employ more than males because females perform better on average contain tasks than males in company. This could be so because of the fact that Mega Standard Supermarket have preferably taken on more females than males counterpart. However, this gender difference did not have negative implication on the quality of the study findings.

# 4.1.2. Level of Education

Respondents were asked their level of education and the findings are presented in the table below;

Level of education	frequency	Percentage (%)
Senior six leavers	18	34.6
Certificate	14	26.9
Diploma	14	26.9
Bachelor's Degree	6	11.5
Totals	52	100

Table 4.2; Showing the level of education of the respondents.

### Source; Primary Data 2019.

From the figure above, most respondents were senior six leavers 189 (34.6%), 14 (26.9%) of the respondents were certificate holders & diploma respectively and bachelor's degree were 69 11.5%). These statistics indicates that Mega Standard Supermarket employs more of senior six leavers to occupy casual positions and also salary wise it's worth employing them.

Also the figure indicates that the entity has qualified staff and these would adequately have comprehended the questions in the questionnaire used in the survey and answer the questions appropriately. Hence valid and reliable information was got as most of the respondents were well versed about the topic of the study.

#### 4.1.3. Position of the respondents.

Position	frequency	Percent	Cumulative percent		
Warehousing department	14	27	27		
Information technology department	14	27	54		
Human resource department	12	23	77		
Planning and investment department	12	23	100		
Totals	52	100.0			

#### Table 4.3; Showing the Position of the respondents

# Source; Primary Data 2019.

Information in Table 3 reveals that 14 (27%) of the respondents were from the warehousing department, 14 (27%) were information technology staffs, 12 (23%) were from human resource, 12 (23%) were planning and investment staffs respectively. These statistics indicates that most of the respondents were from the warehousing and information technology departments as they had relevant knowledge about effects of codification on warehousing efficiency.

#### 4.2. Codification activities.

The objective one sought to find out the codification activities carried out at Mega Standard Supermarket as different statements indicated in the table were scaled each like on likert scale ranging from strongly Agree, Agree, Not sure, Disagree and Strongly Disagree. The table below shows the corresponding descriptive statistics showing the frequency, mean and standard deviation of participant's responses.

Codification activities	Responses					
	SA	A	NS	D	SD	TOTALS
Materials identification	12	10	10	2	18	52
Classification of items	0	30	0	2	20	52
Numbering of inventory	25	10	8	5	5	52
Naming if items	12	5	15	0	20	52
Valid N (list wise)	52					

Table 4.4; Showing Responses on Codification Activities at Mega Standard Supermarket.

### Source; Primary Data 2019.

Material identification findings revealed that 12(23.08%) strongly agreed that materials identification is one of the most carried out activity that take place in warehousing, 10(19.23%) agreed, 10(19.23%) were not sure, 2(3.85%) disagreed while 18(34.65%) strongly disagreed. Majority strongly disagreed due to the fact that codification activities are done by warehousing department of which most respondents lacked knowledge about the activity. While few strongly agreed and these were from warehouse unit, as codification activities enables the organization to define and describe all items in warehouse & also helps one to identify items. Its therefore stated that codification activities are carried out at Mega standard supermarket.

Classification of items contributes to grouping of products in the entity and none were not sure neither strongly agreed, 30(57.69%) agreed, 2(3.85%) disagreed and 20(38.46%) strongly disagreed. It can therefore be concluded that the entity carries out classification of items to help in product discovery and also to allow computer systems to automatically list similar products under single category hence giving uniform view of all expenditures in a company because it ties together all departments and divisions including business functions such as purchasing and settlement.

Numbering of inventory is one of most relevant activity according to most respondents that is to say 25(48.08%) strongly agreed because it enables the entity to reduce time it takes to make an inventory count, 10(19.23%) agreed, 8(15.38%) were not sure, 5(9.62%) disagreed and 5(9.62%)

strongly disagreed indicating that they had no knowledge about numbering of inventory. It is therefore indicating that numbering of inventory is an important activity due to the number of respondents who strongly agreed in that it helps one to track inventory from when it first arrives at the warehouse until it gets to the sales floor.

Finding on naming of items revealed that 5(9.62%) strongly agreed that naming of items is an important activity practiced in an organization because it helps one to identify products a thing that prevents confusion and improves effectiveness. 5(9.62%) agreed, 15(28.85%) were not sure, none disagreed and 25(48.08%) strongly disagreed, its therefore concluded material identification, classification of items and numbering of inventory are being given attention and that is supported by the table.

Factors affecting warehouse efficiency	Responses					
	SA	A	NS	D	SD	TOTALS
Technology	10	20	10	2	10	52
Space utilization	0	15	15	2	20	52
Storage space costs	10	20	2	10	10	52
Layout planning of warehousing	2	30	3	5	12	52
Accuracy of the receiving area	27	10	12	0	3	52
Location	15	9	3	15	10	52
Layout process	2	10	20	10	10	52
People	15	20	2	0	15	52

Table 4.5; Showing factors affecting Warehousing Efficiency.

#### Source; Primary Data 2019

Technology provides immediate response and high quality solution to their customer's demand and its evidenced by 10(19.23%) respondents strongly agreed to the assertion, 20(38.64%)agreed, 10(19.23%) were not sure, 2(3.85%) disagreed while 10(38.64%) strongly disagreed and this was because few respondents had knowledge about technology in the organization. Since most of the respondents strongly agreed and agreed to the assertion, it can therefore be stated that this is one of the factors that help entity from theft and also in monitoring ongoing processes in warehouse.

Space utilization as a factor affecting warehousing efficiency in the entity, none strongly agreed because they were ignorant about this factor, 15(28.85%) agreed, 15(28.85%) were not sure, 2(3.85%) disagreed and 20(38.47%) strongly disagreed. It is therefore stated that most of the respondents had little knowledge about the assertion.

Storage space costs contribute to warehousing efficiency and this is seen when some of the respondents 10(19.23%) strongly agreed, 20(38.46%) agreed while 10(19.23%) strongly

disagreed to the assertion, this is because the company need to understand the total cost of supply, carrying cost a thing that is known to all workers hence giving positive findings from the respondents.

Layout planning of warehousing was strongly agreed upon by 2(3.85%) because it improves on efficiency and in productivity, storing fast moving products closer to shipping docks, 30(57.69%) agreed, 3(5.77%) were not sure, 5(9.62%) disagreed and 12(23.08%) strongly disagreed. This is because planning is done by the top management thus most of the respondents lack knowledge about the strategy. It can therefore be stated that an organization needs to implement layout planning of store at all levels to ensure all workers have knowledge about layout planning. This improves on store's efficiency through increased proper layout of warehouse.

Accuracy of receiving area, 27(51.92%) strongly agreed, 10(19.23%) agreed, 12(23.08%) were not sure, none disagreed while 3(5.77%) strongly disagreed to the assertion. Most respondents agreed because every department is accountable for being accurate in its processes. It can therefore be stated that accuracy of the receiving area can be implanted with care to improve on warehousing efficiency, this is because it can impact the operation work floor.

Location is determined based on the location of major markets and customers in the entity, 15(28.85%) of the respondents strongly agreed just because it improves on transport cost, level of service required, cost of labor and building, 19(17.21%) agreed, 3(5.77%) were not sure while 10(19.23%) strongly disagreed. This implies that indeed location of the entity's store improves on the warehousing efficiency if well located.

Redundant processes make employees to handle products several times due to nature of warehousing processes. 2(3.85%) strongly agreed, 10(19.23%) agreed, 20(38.46%) were not sure, 10(19.23%) disagreed and 10(19.23%) strongly disagreed, many respondents had no knowledge at all and others strongly disagreed and disagreed just because they did not realize that redundant procedures is time consuming and increase the costs of labor using bar code technology to stream line the warehousing process.

People, 15(28.85%) strongly agreed that people are important assents of warehouse operations because they manage shipments, labeling among others, 20(38.46%) agreed, 2(3.85%) were not sure, 15(28.87%) strongly disagreed and none disagreed.

#### 4.4 Relationship between Codification and Warehousing Efficiency.

Relationship between codification	Responses					
and warehousing efficiency						
	SA	A	NS	D	SD	TOTAL
Standardization	30	10	0	2	10	52
Inventory management processes	0	30	20	0	2	52
Identification of products	0	22	25	0	5	52
Correction and efficient inspection	5	22	25	0	0	52
Record keeping	30	14	0	8	0	52
Efficiency purchasing	10	8	5	5	25	52
Product discovery	15	0	15	2	20	52
Expenditure analysis	10	15	15	5	5	52

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### Source; Primary Data 2019.

Standardization has a relation with codification in terms of reducing costs through purchasing leverage, it can be observed that 30(57.69%) of the respondents strongly agreed, 10(19.23%) disagreed, 10(19.23%) strongly disagreed. The respondents observed that codification has an impact on standardization in that increase in purchasing leverage reduces purchasing costs considerably in the entity. Thus it can be stated that the more the organization adopts codification activities the more the firm reduces costs.

Inventory management processes, findings found out that inventory management processes have relationship with codification, none strongly agreed & disagreed, 30(57.69%) agreed,

20(38.46%) were not sure while 2( 3.85%) strongly disagreed. Some of the respondents agreed to the assertion because they noticed the codification helps in automating data collection, in tracking inventory movement in warehouse hence allowing a greater deal of ease when assessing supply and demand.

Identification of products is related to codification in away products are easily identified hence saving time, none strongly agreed neither disagreed, 22(42.31%) agreed, 25(48.08%) were not sure and 5(9.62%) strongly disagreed. This implies that few of the respondents observed that the implementation of activity provide an organization with increase identification of products through determining the products that has withdrawn from the warehouse leading to proper planning of the entity.

Correction and efficient inspection has a greater relationship with codification in that products are inspected in store resulting into strong relationship, 5(9.62%) strongly agreed, 22(42.31%) agreed, 25(48.08%) were not sure and 5(9.62%), strongly disagreed. This implies that few of the respondent observed that the implementation of activity provides an organization with increase identification of products through determining the products that has withdrawn from the warehouse leading to proper planning of the entity.

Correction and efficient inspection has a greater relationship with codification in that products are inspected in store resulting into strong relationship, 5(9.6%) strongly agreed, 22(42.31%) agree, 25(48.08%) were not sure and none and strongly agreed and disagreed. Respondents that strongly agreed and agreed realized that the unit increase in adoption of codification activities results into continuous collection and efficient inspection in warehouse a thing that help to document whether the store handles equipment and solution safely creating a check list with ease.

Record keeping, respondents were asked whether record keeping has a relationship with codification, 30(57.69%) strongly agreed, 14(25.92%) agreed, none were not sure both strongly disagreed and 8(15.38%) disagreed. Strongly agreed and agreed respondents had knowledge in that the movement of goods in store are recorded basing on their codes for evidence purpose, reference & for litigating any customer service, it's therefore stated that there is a relation between codification and warehousing efficiency.

Efficient purchasing is related to codification in a way that it helps in filling up purchase requisition and preparation of purchase orders by use of codes, 10(19.23%) strongly agreed, 8(15.38%) agreed, 5(9.62%) were not sure, 5(15.38%) disagreed while 25(48.08%) strongly disagreed, it is upon ignorance that most of the respondents strongly disagreed because had no knowledge a bought efficient purchasing.

Product discovery was observed by 15(28.85%) respondents strongly agreed that it has a relationship with codification, none agreed, 15(28.85%) were not sure, 2(3.85%) disagreed and 20(38.46%) strongly disagreed. Product discovery is related to codification in a way that it is due to the codes that one is in position to categorize products; this does not bring about difficult in identifying items.

Expenditure analysis has a great relationship with codification in that every purchase transaction of enterprise is tagged with a common set of product identifiers which roll up into more generic categories.10(19.23%) strongly agreed, 15(28.85%) agreed, 15(28.85%) were not sure, 5(9.62%) disagreed and lastly 5(9.62%) strongly disagreed. This implies that really there is a strong relationship between expenditure analysis and codification.

#### **CHAPTER FIVE**

#### DISCUSSION, CONCLUSION AND RECOMMENDATIONS

# **5.0 Introduction**

This chapter presents the summary of the results of the analyzed data on each variable of the study. The chapter further presents the discussion of research findings, conclusion of the study in line with objectives. The chapter also presents recommendations of the study based on the findings of the analyzed data. There is also recommendation for further research that opens an opportunity for future scholars and researchers to add more knowledge.

#### 5.1 Discussion of the study findings

#### **5.1.1** Codification activities

The study found that there is a positive significant influence of codification on warehousing efficiency. In order to achieve effectiveness that is subject to warehousing efficiency, there is need for codification for easy identification of items in an organization.

It was observed that, well material identification is necessary if warehousing efficiency is to be realized. The logic of carrying out material identification is that the entity is in position to define all items in warehouse, proper material identification is among the conducted activities in the organizations store, undertaken to identify the mistakes and also suggests to indenter the correct items supported by (prof. Dr. Rer. R. Dahkmam). The study also found that, codification is undertaken at Mega standard supermarket which is used as a benchmark to identify items on shelves and in warehousing. This is in line with (Samer Kumer). Additionally, the study found that Mega standard supermarket carries out codification to identify stock articles, materials or merchandise and for reference, it also helps in controlling materials and planning this view is in support by (E. Jonathan 1748).

#### 5.1.2 Factors affecting warehousing efficiency

Table five revealed a number of factors affecting warehousing efficiency. This included technology which looks at providing immediate response and high quality solutions to their customer's demands, this is consistent with the findings of (Wang 2016) who noted that adapting

new technology will greatly affect store. This study also revealed that space utilization is one of the other factors that affect warehousing efficiency, this is in line with (Van den Berg 1999). The study also revealed that storage space costs affect warehousing efficiency of Mega standard supermarket whereby emphasis is put on how inventory and carrying costs can be eliminated and controlled. It is hoped that when Mega standard supermarket manages its storage costs can improve within few years. Finally the study revealed according to table five that adaption of layout planning of warehouse gas greatly influenced the warehousing efficiency in terms of storing fast moving products closer to shipping docks and other respondents argue that proper storage layout has made them to greatly move larger items from place to place while minimizing waste hence minimizing traffic jam, this is supported by (Varsha saha).

### 5.1.3 Relationship between codification and warehousing efficiency

The findings in table six revealed that codification helps the entity to control its inventory; this is because it reduces the amount of stock at hand by increasing the inventory turnover ratio, and this is consistent with (Martin Murray). The study also revealed that codification enables the organization in requesting items or the operational department in placing of orders by purchase department. The findings agree with the findings of (Wasi Rahman) who emphasized that codification also helps in receiving and expediting the items on receipt from supplier. The study further reveals that by implementing codification, materials, merchandises are identified. It also revealed that codification enables organization to check stock more frequently. This is because it will avoid massive annual expense but demands constant attention throughout the year. These findings are supported by (Aaron Lyles) who noted that codification also enables Mega standard supermarket not to lose products in terms of theft, as respondents said that due to classification of items carried out always enables to group warehousing products into classes to meet specific needs thus efficiently stock inventory. The findings are in consistence with (Gary W. Marion).

### **5.2** Conclusion

Codification of materials is a step in maintaining stores in a systematic way; materials are classified in such a way that storing, issuing and identifying of products become easy generally. The study aimed to find out effects of codification on warehousing efficiency. Additionally, the study investigated factors affecting warehousing efficiency and finally the relationship between

codification and warehouse efficiency. This study provided that codification has a positive effect on warehousing efficiency. This implies that an increase in adapting codification leads to increases warehousing efficiency. As a result, the study concludes that codification activities implanted were carried out positively. A positive increase in implementation of codification activities adapted leads to increased warehousing efficiency in terms of product identification among others as explained earlier. Materials identification and classification of items were found to have greater impact on warehousing efficiency. This is in agreement with some of the existing literature. This study provides substantive support for previous finding on effects of codification was found to be collectively having an increase in warehousing efficiency. Subsequently, the study has a basis to conclude that collectively, codification positively influence Mega standard supermarket.

# 5.3 Recommendations.

Based on the study findings the following recommendations are made. Technology, storage space costs, were some of the issues in line with codification that came out as respectively having the strongest influence on warehousing efficiency.

- (i) The organisation should employee professional workers to undertake codification and facilitate their continuous training to ensure they are well equipped with necessary technical skills, this will ensure effectiveness of warehouse.
- (ii) Adoption and implement of new existing technology to ease work greatly for example CCTV cameras to track inventory in store to prevent theft.

#### 5.4 Areas of future study

Although conscious efforts have been made to ensure that data was valid and findings are reliable, never the less there could be some errors. These include the use of a sample of only few respondents only using Mega standard supermarket as a case study. The short comings among others in the design and the execution of these research work lives on the scarcity of resources inform of financial constraints, time constraints, and materials needed for the project work which was difficult to come by. Codification being a vast area, it cannot be explored in this dissertation

and within this short span of time. The following areas can be made for the extension of this study.

- i) The challenges of using codes in supermarkets
- ii) The reasons why codification activities are not fully embraced by some organizations.
- iii) The solutions to codification challenges in supermarkets.

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#### **APPENDICES**

# **Appendix I: Questionnaires**

Dear respondent,

I am Nawerere Jesca Consitence a student of Kampala International pursuing a bachelor degree in supply and procurement management. Am investigating "the effects of codification on warehousing efficiency". A case study of Mega Standard Supermarket. Kindly I request you to spare some time and answer the questions below as honestly as possible by ticking or filling in the spaces provided. The information given will be purely for educational purposes and be treated with maximum confidentially.

# SECTION A: BIO-DATA

1)	Gender:
	Male Female
2)	Age bracket:
	<25 25 - 39 40 - 54 55 and above
3)	Marital status:
	Married Single Divorced
	Other:
4)	Education level:
	Postgraduate Degree
	Diploma Certificate
	Others
5)	How many years have you worked with the Organization?
	1—5 years 6—10 years 11—15 years 16 and above
6)	Under which of the following designation do you belong?

37

Warehousing Department	
Information Technology Department	
Human Resource Department	
Planning and investment department	

# Section B: The codification activities

In your own view rate your degree of agreement about the extent to which you agree with the following statements concerning factors affecting codification activities; where SA= Strongly Agree, A= Agree, NS= Not Sure, D= Disagree, SD= Strongly Disagree.

Statements	SA	A	NS	D	SD
Material identification					
Classification of items		-		-	
Numbering of inventory					
Naming of item					
Others, Specify	••••••	• • • • • • • • • • • • • • • •	•••••		•••••

# Section C: factors affecting warehousing efficiency

In your own view rate your degree of agreement about the extent to which you agree with the following statements concerning factors affecting warehousing efficiency; where SA= Strongly Agree, A= Agree, NS= Not Sure, D= Disagree, SD= Strongly Disagree.

Factor	SA	Α	NS	D	SD
Technology					
Space utilization					
Storage space costs					
Layout planning of warehousing					
Accuracy of the receiving area					
Location					
Redundant processes					
people					
Others, Specify	•••••	•••••	•••••	•••••	

# C: Relationship between codification and warehousing efficiency

In your own view, rate your degree of agreement the benefits of codification to Mega Standard Supermarket; where SA= Strongly Agree, A= Agree, NS= Not Sure, D= Disagree, SD= Strongly Disagree.

Benefits	SA	Α	NS	D	SD			
Standardization								
Inventory management processes								
Identification of products								
Correct and efficient inspection								
Record keeping								
Efficient purchasing								
Product discovery								
Expenditure analysis								
Others, Specify								

Thanks for your participation

TIVITY	April	May	June	July
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al copy formulation				

# Appendix II: Time Frame 2019

4 (2.5 (54)

# Appendix III: Study Budget

The study is estimated to cost a total of Ug sh. 195000/= as shown below.

ITEM	Quantity	AMOUNT
Communication	Air time	40.000
		+0,000
Transport	To &fro	50,000
Meals	Lunch (10)	50,000
Printing	3copies	20,000
Binding	3copies	20,000
rapers	l ream	15000
Total		195000/=

End

Ggaba Road, Kansanga\* PO BOX 20000 Kampala, Uganda Tal: +256 777 295 599, Fax: +256 (0) 41 - 501 974 E-mail:mugumet@gmail.com,

# COLLEGE OF ECONOMICS AND MANAGEMENT DEPARTMENT OF HUMAN RESOURCE AND SUPPLIES MANAGEMENT

2<sup>nd</sup>/07/2019

KAMPALA

UNIVERSITY

NTERNATIONAL

To whom it may concern

Dear Sir/Madam,

# RE: <u>INTRODUCTORY LETTER FOR NAWERERE JESCA CONSITENCE</u> 1163-05084-08089

This is to introduce to you the above named student, who is a bonafide student of Kampala International University pursuing a Bachelor's Degree in Supply and Procurement Management, Third year Second semester.

The purpose of this letter is to request you avail her with all the necessary assistance regarding her research.

# TOPIC: - THE EFFECTS OF CODIFICATION ON WAREHOUSING EFFICIENCY

# CASE STUDY: - MEGA STANDARD SUPERMARKET KAMPALA-UGANDA

Any information shared with her from your organization shall be treated with utmost confidentiality.

We shall be gratefub for your positive response.

Yours truly, MR. MUGUME TOM HOD, HR & SUPPLIES MANAGEMENT 0777295599, KAMPIN

# MEGA STANDARD SUPERMARKET

# HUMAN RESOURCE MANAGEMENT UNIT

KAMPALA-UGANDA

# DATE: 24th/08/2019.

# MS. NAWERERE JESCA CONSIMTENCE

# KAMPALA INTERNATIONAL UNIVERSITY

P.O.BOX 20000, KAMPALA.

# ACCEPTENCE FOR FIELD RESEARCH.

We refer to your letter dated 0n 02<sup>nd</sup>.07.2019 in which you were requesting for placement for research in our organisation.

I am pleased to inform you that you have been accepted to do your field research from  $02^{nd}$  to  $6^{th}.08.2019$  one month at Mega standard supermarket.

Yours sincery

MEGA ST **IMAN RES** H 24 AUG 2019 \* P. O. BOX 8334, KAMPALA TEL:0775067081-0700276432