

Effects of Organizational Policy on the Procurement Performance in Manufacturing Firms in Rwanda: Case of Bralirwa

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Abstract: *The purpose of this study was to assess the effects organizational policy on the procurement performance of manufacturing firms in Rwanda a case of BRALIRWA Ltd. A combination of descriptive and correlation research design embracing qualitative and quantitative approaches and with the use of a questionnaire was conducted on 65 respondents; including 25 suppliers and 40 staff drawn from procurement and logistic 5, operations and production 20, ICT 5, and human resource 10. The data obtained thereof was analyzed by the use of Statistical Package for Social Scientists (SPSS) program. In addition, a multiple regression analysis was computed for the influence of organizational policy on the procurement performance. Results indicate that coefficient $r=0.568$, $p=0.000$, implying that 56.8% of the variations in the in the procurement performance could be explained by organizational policy. Further $p=0.000$, suggesting the relationship between the independent and the dependent variable was statistically significant at 0.01 confidence level. The study concludes that organizational policy is a critical component for successful and functional procurement process within the manufacturing firms in Rwanda. Development and implementation of appropriate organizational policies should therefore be embraced by all manufacturing firms in Rwanda.*

Keywords: Inventory, Inventory control, Material Resource Planning (MRP), Enterprise Resource Planning (ERP), Supply Chains, Supply chain performance

1. Background

Organizational policy provides a significant large percentage of production and procurement performance of the manufacturing firms. It is one of the most important of many manufacturing firms. At any level of a firms. Organizational policy is among the investment made and therefore logically deserves to be treated as a major policy variable, highly responsive to the plans and style of top management Kreitner and Cassidy (2011). It takes into account the processes through which structures become entrenched as authoritative guiding principles for social behavior (Anderson, *et al.*, 2011).). As such, it provides a guideline for understanding the relationship between an organization performance and the environment it operates in. Such an environment could comprise numerous institutions including governmental agencies, regulatory structures, courts, public opinion, social norms, values and laws, (Graafland, 2012).

For manufacturing firms' organizational policy ensures harmonized procurement of the required goods and delivery of goods and services at the right time and desired quality with the right prices as well as the right quantities (John *et al.*, 2011).

In Rwanda, the size of industry, little, medium, and immense scale essentially influences both the numerical nature of staff and level of consideration in stock organization of both rough material and the finished thing. The sort of stock system eventually in any affiliation depends upon various factors among which are money related security of the spot, infrastructural workplaces accessible, transportation arrange and significantly more which are called constraints (Mukamurogi& Mulyungi).

Stock control policy is the reserve of product and adventures at the right time with the right quality as well as quantities. It is some strong strategies where links are being made sense of how to ensure customers are satisfied and affiliation remains in assignments through minimization of adversities. Stock organization has been an issue to procurement performance of various business relationship in Rwanda. At any level of a firm, stock management is among the greatest hypothesis made and thusly keenly has the option to be treated as a critical course of action variable, outstandingly responsive to the plans and style of top organization. Organizational policy has brought as progression up in advancement grows the limit of relationship to convey items faster in different arrangement assortment and increasingly vital quality (Amrou & Klassen, 2010).

Inventories management as one of the organizational policy, the general sense supplies of advantages held with the true objective of future creation or possibly bargains. Inventories may be viewed as a latent resource which has a financial worth in manufacturing firms. Better organization policy on inventories would release capital for use elsewhere beneficially (Ghosh & Kumar, 2013).

2. Problem Statement

Organizational policy has been a problem to the Procurement Performance of many manufacturing firms in Rwanda pends on many factors among which are economic stability, infrastructure facilities available and many more which are called constraints.

To assess the effect of Organizational policy on Procurement Performance of Manufacturing firms in Rwanda, feasibility stock genuinely quantifiable powerful affiliation is offering organizations, huge amount issues choosing perfect

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movement securing overpowering with no outdated. There was some evidence of suppliers who can't meet transport schedules and as such reason movement defenselessness thus conflictingly influencing obtaining execution. It was thusly fundamental to develop learning on stock control system within organizational, their gathering and favorable circumstances to affiliations.

Adequacy has been in addition one of the necessities of Logistics and Purchasing. This need is busy with structure up our family to continue our philosophy to enable us to accomplish more with less. In 2015, we broadened viability by about 40%, thusly setting the clarification behind an extra 20% augmentation in 2016. Bralirwa Ltd Annual report and records (2015).

This is as the result of the introduction of get-together tools, for instance, the stock control systems that have additionally improved control of the age costs (Ondiek&Odera, 2012). As shown by Magoro (2010), stock control systems have exhibited to be a fundamental response for the main issues in get-together that have for since a long time prior hurt the Rwandan social event a zone. Stock control structure execution and different mechanical assemblies have streamlined the age reviews correspondingly as occurred into economies of scale for the particular party firms in Rwanda (Otieno, 2010). Stock control structure has additionally happened into the improved idea of customers in the course of action of the various things and endeavors and a strong progress of buyer supplier relationship (Chopra &Meindl, 2012).

3. Literature Review

Theories

The theory acknowledges establishments to be advance as different potential sorts of organizing and arranging cash related trades (Douma& Schreuder, 2013). Absolutely when outside trade costs are higher than the connection's inside bureaucratic costs, the alliance will make, in light of the manner in which that the association can play out its activities altogether more unassumingly, than if the activities were performed in the market (Levin & Steven, 2010).

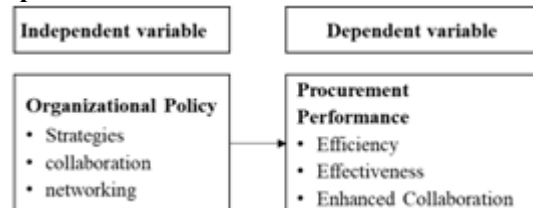
Notwithstanding, if the bureaucratic costs for planning the improvement are higher than the outside trade costs, the connection will be reduced. Bergman and Lundberg(2010) saw that trade cost happens "when a tolerable or an affiliation is moved over a creatively discernable interface". In this manner, trade costs develop each time a thing or affiliation is being moved beginning with one stage then onto the going with, where new procedures of imaginative cutoff points are required to make the thing or affiliation.

Likewise, speculation reinforced by information sharing can hack down trade costs (unequivocally coordination costs) as affiliations can along these lines lessen stock structure absence of insurance and consequently the cost of contracting (Shale, 2014). For example, (Laurie & Gabriela, 2012) who subject to (Khalifa and Shen, 2008), saw principal and direct (or discretionary) lack of protection. Key inadequacy proposes the central trade and climbs out of fundamentally exogenous sources, for instance, delicacy

relating to trademark events, client penchants, standards, and movement (Uyarra& Flanagan, 2010).

Organizations must decide if acquisition decisions depend on thin traits of value, conveyance and execution or depend on financial advantages as far as employments made, innovation obtained and level of costs included (Musuga&Namusonge, 2013).Paulraj (2011) contends that moving past most reduced cost figuring, acquisition has filled financial improvement needs, just as upgraded value and social equity esteems through stimulating interest for privately created products and enterprises by means of "purchase neighborhood" inclinations.

Conceptual Frameworks



Organizational Policy on the Procurement Performance

According to Businessdictionary.com, a speculation is a great deal of assumptions, recommendations, or recognized sureness's that attempts to give a possible or adjusted explanation of conditions and intelligent outcomes associations among a social affair of watched wonder. Hypotheses are methodical tools for perception, explaining, and making figures about a given subject. According to Simonet (2011) a theory is basically technique for fathoming a disturbing situation. It is all around, an explanation with respect to why and how something occurs. For this circumstance, a theory empowers pros to grasp and anticipate the consequences of an examination (Vyas-Doorgapersad 2011).

Among the most useful frameworks in the design of organizational policy and controls is the agency theory. This theory seeks to explain self-interest and relationships in given business organizations. It explains the best way to organize relationships where a party, referred to as the principal, determines the work with the other party, referred to as the agent, performing the work on behalf of the principal (Landstrom 2015). The assumption here is that both parties are rational economic-maximizing. As such, the separation of control and ownership leads to agents making decisions which be. The theory finds application in for-profit corporations with the proposition to align the interests of agents and principals taking into account the objectives of the principal and to ensure effective strategy of monitoring agents where interest alignment is insufficient.

Trade cost theory attempts to explain why relationships exist, and why affiliations make or source out activities to the external condition (Douma& Schreuder, 2013). The trade cost speculation understands that relationships and collaboration attempt to restrict the costs of exchanging resources with nature that affiliations endeavor to tie the bureaucratic costs of exchanges inside the connection (Gul, 2010).

Affiliations are as such checking the costs of exchanging resources with nature, against the bureaucratic costs of performing practices in-house (Barngetuny& Kimutai, 2010). Namusonge (2016) says that as the present business focus ends up being progressively ground-breaking, as strategy the customers will when all is said in done wind up being persistently referencing.

Form another perspective, Kamau (2011) as strategy considers suppliers and contractors as agents where the government is the principal. The government comes up with policies that its agents adhere to promote the interest of the latter. As such, the principal would be in charge of policy formulation, coming up with regulations required to attain specific objectives and regulate and maintain such processes. The role of the agent would be to bid for tasks availed by the principal and execute such mandates when awarded in line with the interest of the principal. Conflicts between these two parties could arise where there is deviation in their interests.

Enormous disclosures fuse the going with. In the first place, pretty much nothing and medium-sized firms have dynamically stable associations and contact with their associations than do greater firms. They moreover have relationship with less firms. Second, little firms are less content with their relationship with their associations in view of a nonattendance of conviction and coordinated effort. In addition, little firms feel their Companies are less capable of their business. Third, the most noteworthy factors in the decision of a lead firm are conviction and trust, power on credits, and alterations and speed of decisions (Mwikali&Kavale, 2012).

4. Methodology

A combination of descriptive and correlation research design embracing qualitative and quantitative approaches and with the use of a questionnaire was conducted on 65 respondents; including 25 suppliers and 40 staff drawn from procurement and logistic 5, operations and production 20, ICT 5, and human resource 10. The data obtained thereof was analyzed by the use of Statistical Package for Social Scientists (SPSS) program. In addition, a multiple regression analysis was computed for the influence of organizational policy on the procurement performance.

5. Results and Findings

Kothari (2015) argues that data collected has to be processed, analyzed and presented in accordance with the outlines laid down for the purpose at the time of developing the research plan. Data analysis involves the transformation of data into meaningful information for decision making. It was involving editing, error correction, rectification of omission and finally putting together or consolidating information gathered. Data was checked for completeness, accuracy, errors in responses, omissions and other inconsistencies. If any irrelevance is found, this was recorded to ensure that the information may not be compromised. The collected data ware edited as this involved sorting of the collected information in order to get information that is relevant to the study variables.

The data was then being coded using numerals in order to put them in limited numbers of categories. The quality and consistency of the study is assessed using Cronbach's alpha. Data was then have analyzed by the use of Statistical Package for Social Scientists (SPSS) program. Data was then have classified, tabulated and summarized using descriptive measures: percentages, mean, standard deviation, and frequency distribution tables while tables was used for presentation of the findings. (Zikmund, Babin, Carr, & Griffin, (2010) argue that regression is the working out of a statistical relationship between one or more variables. The researcher was using a multiple regression analysis to show the effect and influence of the independent variables on the dependent variables.

The study sought to investigate the effects organizational policy on the procurement performance in manufacturing firms in Rwanda. This chapter presents the research results based on the data collection, analysis and interpretation of study findings. The structure of this chapter is on the basis of the research questions. The study used a sample size of 65 respondents from which 63 filled in and returned the questionnaires making a response rate of 96.92%. This response rate was considered adequate as recommended by Creswell (2010) and was very satisfactory and representative to make conclusions for the study. In this study all the values were above 0.7 which concludes that the data collection instrument was reliable.

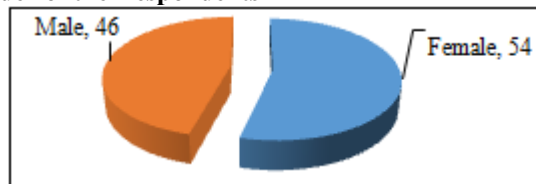
Gender Distribution

The gender of the respondent was sought. Majority of the respondents (54 %) were female while the rest 46 % were male as shown in Table 4.2, an implication that Bralirwa Ltd has more female staff than male. This is a good distribution which depicts a fair balance of gender. Since majority of the responses for this study relies on the perceptual measures of the respondents, this gender distribution is expected to accommodate the opinions and views from both sides of the gender divide.

Gender of the Respondents

| | Frequency | Percent |
|--------|-----------|---------|
| Male | 29 | 46% |
| Female | 34 | 54% |

Gender of the Respondents



Level of education attained by respondent

Table below, was set up to 23.8 % respondents had embarked for school multiyear school guidelines, 19 % had confirmations/insistences, 19 % post graduates, 38.1 % had achieved O/A Level Certificate as their most raised proportion of getting ready. The assessment demonstrated by a long shot the vast majority of the respondents have embarked for universities and post graduates.

This further actuated the greater part of the staff individuals had achieved greater proportion of scholarly limit and thusly had gotten recommendable capacities to work palatably in the various work environments at Bralirwa Ltd. Also, the developed respondents recommend that they have a couple of data with acquiring rehearses and outfitted this appraisal with better data which included worth.

Level of education attained by respondent

| Level of Education | Frequency | Percent |
|-----------------------|-----------|--------------|
| O/A Level Certificate | 24 | 38.1 |
| Certificate/Diploma | 12 | 19 |
| Bachelor's | 15 | 23.8 |
| Post graduate | 12 | 19 |
| Total | 63 | 100.0 |

Organizational Policy

The study sought to assess the effect of Organizational policy on Procurement Performance of Manufacturing firms in Rwanda. From table, majority of the respondents agreed to the fact that organizational policy affects procurement performance in manufacturing Sector in Rwanda.

This is evident from the table where 33.3% strongly Agree, 39.7% agreed that the strategy that the company has on organizational policy affects procurement performance as well as company performance, followed by 9.5% who Neutral, 9.5% Disagree and 7.9% Strongly Disagree. When asked whether collaboration between company and its suppliers affects organizational policy, 61.9% Strongly Agree, 38.1% agreed that collaboration between company and its suppliers affects positively organizational policy as well as procurement performance of the firms. When asked whether influence on networking affect organizational policy as well as Procurement performance in of the Manufacturing sector in Rwanda, 63.5% Strongly Agree, 17.5% agreed that the influence of organizational policy on networking affects procurement performance followed by 19% who Neutral.

Percentages Distribution Of Respondents' Perception On Organizational Policy

| | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|----------------|-------|---------|----------|-------------------|
| Strategy to the company performance | 33.3% | 39.7% | 9.5% | 9.5% | 7.9% |
| Collaboration between company and its suppliers | 61.9% | 38.1% | 0% | 0% | 0% |
| Influence on networking | 63.5% | 17.5% | 19% | 0% | 0% |

Procurement performance

Respondents were asked degree which affiliation has accomplished execution in light of stock control structure. From the disclosures in the Table 2 underneath clearly the affiliation has appreciated a wide degree of focal points resultant from stock control game-plan of Bralirwa Ltd. Among the recorded combine; productivity, joint effort with accessories and adequacy with providers' execution.

Table 2, greater bit consented to the way that effects on the ability, encouraged effort with assistants and adequacy with provider's effects getting execution in accumulating Sector in Rwanda.

This is obvious from the table where 33.3% Strongly Agree, 46% concurred that the feasibility relationship of representative's effects verifying execution looked for after by 7.9% who Neutral, 9.5% Disagree and 3.2% Strongly Disagree.

Right when asked whether the arranged effort between affiliation various assistants sway Procurement execution, 30.2% Strongly Agree, 34.9% concurred that the support between affiliation various accessories sway Procurement execution looked for after by 34.9% who Neutral. Precisely when asked whether appropriateness among affiliation and its providers sway Procurement execution, 54% Agree, 36.5% concurred adequacy among affiliation providers sway execution looked for after by 9.5% who Neutral.

Respondents perceptions on procurement performance

| | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|----------------|-------|---------|----------|-------------------|
| Efficiency company employees | 33.3% | 46% | 7.9% | 9.5% | 3.2% |
| Enhances collaboration between company different stakeholders | 30.2% | 34.9% | 34.9% | 0% | 0% |
| Enhances effectiveness between company and its suppliers | 54% | 36.5% | 9.5% | 0% | 0% |

Correlations of the Study Variables

The table portrays association grid self-ruling. Association is normally used to explore the relationship among a social occasion of variables (Greene & William, 2012), in this way helping in testing for Multicollinearity. In case the association regards are not close to 1 or - 1, this implies the parts are satisfactorily different extents of autonomous elements (Hair *et al.*, 2010). It is furthermore a sign that the variables are not multicollinear. Nonappearance of Multicollinearity empowers the examination to utilize all the independent components.

The table demonstrated the connection grid table shows nearness of solid and noteworthy positive connection between procurement performance and Organizational Policy ($r=0.568$, $p=0.000$). This is on the grounds that the 45 Organizational Policy detailed effects on how favored gatherings approach held.

From the table, the free factor is decidedly identified with acquisition execution as confirmed by the individual relationship coefficient: Organizational Policy ($r=0.011$). Every one of the connections are huge since their p-values are under 0.000. As needs be, the positioning of the free factors with their commitment to obtainment execution was: Organizational Policy (10.1%).

Correlations

| | | Lead-Time | Organizational Policy | ICT Integrations | Order Size | Procurement Performance |
|-------------------------|---------------------|-----------|-----------------------|------------------|------------|-------------------------|
| Organizational Policy | Pearson Correlation | .657** | 1 | | | |
| | Sig. (2-tailed) | 0 | | | | |
| Procurement performance | Pearson Correlation | .568** | 0.208 | .560** | 63 | |
| | Sig. (2-tailed) | 0 | 0.101 | 0 | .746** | 1 |

6. Discussions

The results of empirical studies on these issues have produced mixed results. According to Weele (2010), procurement is the acquisition of goods or services. It entails the steps that are used in the acquisition of goods and services and it is most significant aspect characterizing an organization's supply chains as well as the aspect of supply management which provides some of the most value-added benefits to the organization. It is favorable that goods or services are appropriate and that they are procured at the best possible cost to meet the needs of the purchaser in terms of quality and quantity, time, and location. Corporations and public bodies often define procurement processes intended to promote fair and open competition for their business while minimizing exposure to fraud and collusion. Van Beurden and Gossling (2013) in exploration of the connections between CRS in companies and performance, examines its impact on stakeholders; owners, staff, suppliers, customers the public and even generations to come.

The results agree with Duran and McNutt (2010) who found out that dealing with that moving past most reduced cost figuring, acquisition has filled financial improvement needs, just as upgraded value and social equity esteems through stimulating interest for privately created products and enterprises by means of "purchase neighborhood" inclinations.

7. Conclusion

The Findings of this study conclude that the organizational policy can make a significant positive contribution to the procurement performance of manufacturing firms in Rwanda. However, from the findings, the study has concluded that organizational policy can make a statistically significant contribution as it can enhance the information exchange, correspondence, accuracy, responsibilities, documentation and simplify monitoring.

The major factors that affect the organizational policy like lack of awareness and willingness by the management of manufacturing firms to understand markets and services can be regarded as an additional barrier. The majority of the respondents the study concludes also that the organizational policy need for quality of the products as well as the quality of employees through education and trainings.

The study suggested that the availability of adequate resource and people who are experienced in manufacturing philosophy and technical aspects of quality to improve the organizational policy to enhance Performance of manufacturing firms for adoption to the entire organization awareness, interest, desire and action. Therefore, the study

concludes that there is a positive relationship between organizational policy and procurement performance.

8. Recommendations

In line with the conclusion the study recommends that policy makers for all manufacturing firms in Rwanda to come up with appropriate organizations policies in line with the procurement requirements to enhance the performance of the manufacturing firms.

In addition, a cross other studies and authors recommends that all manufacturing firms come up with suitable policies in line with organizational policy to enhance the procurement performance of the manufacturing firms.

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