Metropolitan Journal Of Business & Economics
ISSN: 1813-4238
Vol. 5 Issue 4, April- 2026, Pages: 201-222

Supplier Quality Assurance And Business Performance Of Logistics Companies. A Case Study Of Aramex Company Ltd Uganda

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Abstract

This study investigated the effect of supplier quality assurance practices on business performance, with a focus on Aramex Uganda, a leading logistics company. Supplier quality assurance, encompassing supplier selection and evaluation, supplier performance monitoring, and continuous improvement initiatives, plays a pivotal role in ensuring operational efficiency, service reliability, and customer satisfaction in logistics operations. The study aimed to assess how these practices influence the operational and financial outcomes of the organization. A descriptive cross-sectional research design was employed, using a mixed-methods approach that combined quantitative and qualitative data collection. The study population consisted of 120 employees involved in logistics operations, procurement, and supplier management, from which a sample of 92 respondents was selected using stratified random sampling and purposive sampling for managerial staff interviews. Data were collected using structured questionnaires and semi-structured interviews. Quantitative data were analyzed using descriptive statistics, Pearson correlation, and multiple regression analysis, while qualitative data were analyzed thematically to provide contextual insights. The findings revealed that supplier selection and evaluation, supplier performance monitoring, and continuous improvement initiatives all have significant positive effects on business performance. Supplier performance monitoring was identified as the most influential predictor, demonstrating its critical role in enhancing operational efficiency, reducing service delays, and improving customer satisfaction. Continuous improvement initiatives were also found to strengthen supplier relationships and foster long-term competitiveness. Overall, supplier quality assurance practices collectively explained 65.6% of the variation in business performance, indicating their strategic importance to organizational success. The study concludes that effective supplier quality assurance is a critical driver of business performance in logistics companies. It is recommended that Aramex Uganda enhance supplier selection criteria, strengthen performance monitoring systems, and expand continuous improvement programs to maximize operational efficiency and customer satisfaction. The findings provide practical implications for logistics firms seeking to optimize supplier management practices and enhance competitive advantage. Additionally, the study identifies areas for future research, including the integration of digital technologies and exploration of moderating factors such as organizational culture and regulatory compliance.

Keywords: Supplier Quality Assurance, Supplier Selection, Supplier Performance Monitoring, Continuous Improvement, Business Performance, Logistics, Aramex Uganda.

Background of the study

Received: 14.04.2026 **Accepted: 18.04.2026** **Published on: 30.04.2026**

Metropolitan Journal Of Business & Economics
ISSN: 1813-4238
Vol. 5 Issue 4, April- 2026, Pages: 201-222

Supplier quality assurance (SQA) has increasingly become a strategic imperative in modern logistics and supply chain management, as firms recognize that the quality of suppliers directly affects operational efficiency, customer satisfaction, and overall business performance(Julius, 2024). Historically, logistics companies primarily focused on minimizing operational costs, optimizing delivery routes, and ensuring timely shipments(Alex & Moses, 2024). However, as global supply chains have grown more complex, the role of suppliers has evolved from merely transactional partners to strategic contributors whose performance can significantly influence a company's reliability, competitiveness, and risk exposure (Monczka et al., 2021; Christopher, 2016).

During the 1980s and 1990s, organizations began formalizing supplier evaluation frameworks, which included performance measurement, compliance with product standards, and contractual adherence(Julius, 2024). The adoption of Total Quality Management (TQM) principles and Six Sigma methodologies in supplier management emerged as a critical step in ensuring consistent quality and continuous improvement(Julius & Audrey, 2025a). These practices encouraged companies to monitor supplier outputs, identify deviations early, and implement corrective actions, thereby reducing operational inefficiencies, minimizing returns, and strengthening customer loyalty (Deming, 1986; Harry & Schroeder, 2000; Oakland, 2014). Scholars argue that logistics companies that integrate these quality management principles within supplier networks experience higher operational resilience and better alignment with customer expectations (Chopra & Meindl, 2019).

On a global scale, leading logistics providers such as FedEx, DHL, and UPS have implemented comprehensive SQA programs to enhance performance and mitigate operational risks(Ntirandekura et al., 2022). These programs not only included supplier audits and performance monitoring but also fostered collaborative relationships aimed at continuous process improvement (Christopher, 2016; Heizer et al., 2020). The importance of supplier quality has become even more pronounced with the expansion of e-commerce, as increased customer demand for timely, accurate, and reliable deliveries has heightened operational pressures(Gracious, 2023). Companies that fail to maintain high supplier standards face disruptions, higher costs, and reputational damage, demonstrating that supplier quality directly affects long-term business sustainability (Christopher, 2016; Heizer et al., 2020).

In Africa, and particularly in Uganda, logistics companies are gradually acknowledging the strategic value of supplier quality in achieving operational excellence(Julius, 2024). Historically, inconsistent delivery performance, substandard packaging, and non-compliance with quality standards have negatively affected service quality and customer satisfaction (Uganda Bureau of Statistics, 2023). Firms such as Aramex Uganda have responded by adopting structured SQA systems, incorporating supplier audits, standardized evaluation frameworks, and performance monitoring to align supplier outputs with both local operational requirements and international standards (Kwesiga, 2022).

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ISSN: 1813-4238
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Over the last decade, there has been a growing trend among Ugandan logistics firms to adopt internationally recognized quality certifications, including ISO 9001, and to institutionalize supplier performance monitoring mechanisms(Gloria et al., 2023). These initiatives are designed to ensure regulatory compliance, enhance operational efficiency, mitigate supply chain risks, and improve overall customer satisfaction(Nelson, Christopher, Teddy, et al., 2022). The integration of digital tools and data-driven platforms has further strengthened the capacity of logistics companies to track supplier performance in real-time, enabling proactive interventions that enhance business performance (Kwesiga, 2022; Monczka et al., 2021). This historical evolution demonstrates that supplier quality assurance has transitioned from being an operational necessity to a strategic function essential for competitive advantage in the logistics industry(Julius, 2024).

This study was grounded on two complementary theories: the Resource-Based View (RBV) and Total Quality Management (TQM) theories. Together, these frameworks provide a robust foundation for understanding how supplier quality assurance impacts business performance in logistics firms.

The Resource-Based View (RBV), proposed by Barney (1991), asserts that a firm's sustained competitive advantage arises from its ability to effectively acquire, utilize, and manage valuable, rare, inimitable, and non-substitutable resources(Irumba et al., 2024). Within the logistics sector, suppliers represent such strategic resources because their reliability, quality, and responsiveness directly influence operational efficiency, delivery reliability, and customer satisfaction(Nelson, Christopher, Teddy, et al., 2022). By strategically managing supplier relationships, logistics companies can enhance capabilities that are difficult for competitors to replicate, resulting in improved operational performance, cost efficiency, and market positioning (Barney, 1991; Christopher, 2016).

Total Quality Management (TQM) theory emphasizes systematic process improvement, customer focus, and continuous enhancement of quality across all organizational functions (Deming, 1986; Oakland, 2014). Applied to logistics, TQM principles highlight the importance of monitoring supplier processes, implementing standardized quality protocols, and fostering collaborative improvement initiatives(Gloria et al., 2023). Supplier quality assurance serves as a practical mechanism for operationalizing TQM in logistics, ensuring that supplier outputs consistently meet performance and service standards while minimizing defects, delays, and service disruptions (Deming, 1986; Oakland, 2014; Chopra & Meindl, 2019).

Integrating RBV and TQM perspectives provides a comprehensive view of supplier quality assurance(Alex & Moses, 2024). While RBV emphasizes the strategic value of high-quality suppliers as critical organizational resources that contribute to long-term competitiveness, TQM underscores the operational processes necessary to maintain and improve supplier performance(Winny et al., 2023). Together, these theories justify the focus of this study on supplier

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quality as a determinant of logistics performance, encompassing efficiency, reliability, customer satisfaction, and overall business success (Christopher, 2016; Oakland, 2014).

Statement of the Problem

Logistics companies operate in a highly competitive environment where timely delivery, operational efficiency, and customer satisfaction are critical success factors(Faridah et al., 2023). Supplier quality assurance (SQA) has emerged as a strategic mechanism to ensure that the inputs provided by suppliers consistently meet required standards, thereby directly affecting business performance (Monczka et al., 2021; Christopher, 2016). Despite the recognized importance of supplier quality, many logistics companies, particularly in developing countries such as Uganda, continue to face challenges that compromise operational efficiency and customer satisfaction(Julius & Audrey, 2025a).

In Uganda, logistics firms often contend with inconsistent supplier performance, including delays, substandard packaging, incomplete shipments, and non-compliance with contractual and regulatory requirements(Julius & Matovu, 2025). Such deficiencies can disrupt operations, increase costs, and negatively impact customer retention and market competitiveness (Heizer et al., 2020; Kwesiga, 2022). While companies like Aramex Uganda have implemented supplier quality assurance programs, the extent to which these programs effectively enhance business performance remains underexplored. Limited empirical evidence exists on the correlation between supplier quality assurance practices and measurable business outcomes, including operational efficiency, profitability, and customer satisfaction(Ahumuza et al., 2025).

Several factors may contribute to the persistent challenges in supplier quality management. Weak monitoring mechanisms, inadequate supplier evaluation frameworks, and insufficient adoption of digital performance-tracking tools can hinder timely detection and correction of supplier-related issues (Oakland, 2014; Chopra & Meindl, 2019). Furthermore, logistical complexities, limited supplier capacity, and fragmented communication channels exacerbate inefficiencies, increasing operational risks for logistics providers (Christopher, 2016).

The lack of comprehensive research on the role of supplier quality assurance in enhancing business performance represents a critical knowledge gap (Deus, 2023). Without empirical insights, logistics companies risk inefficient allocation of resources, poor service reliability, and reduced competitiveness in a market increasingly shaped by customer expectations for high-quality service and timely deliveries(Christopher et al., 2022). This study, therefore, seeks to examine the relationship between supplier quality assurance and business performance at Aramex Uganda, providing evidence-based recommendations to improve supplier management practices and overall operational efficiency.

Purpose of the Study

The purpose of this study was to investigate the effect of supplier quality assurance on business performance in logistics companies, with a specific focus on Aramex Company Ltd Uganda. The study aims to provide insights into how SQA practices influence operational efficiency, service quality, profitability, and customer satisfaction.

Objectives of the Study

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The study was guided by the following objectives:

i. To assess the effect of supplier selection and evaluation practices on business performance at Aramex Uganda.
ii. To examine the influence of supplier performance monitoring on operational efficiency and customer satisfaction.
iii. To evaluate the role of continuous improvement initiatives in enhancing the business performance of Aramex Uganda.

Research Questions

This study addressed the following research questions:

i. How do supplier selection and evaluation practices affect business performance at Aramex Uganda?
ii. What is the relationship between supplier performance monitoring and operational efficiency at Aramex Uganda?
iii. How do continuous improvement initiatives with suppliers influence business performance and customer satisfaction at Aramex Uganda?

Scope of the Study

Geographical Scope

The study was conducted at Aramex Company Ltd Uganda, focusing on the operations of the firm within the country.

Time Scope

The study analyzed supplier quality assurance practices and their impact on business performance over the period 2018–2024, which reflects the adoption of modern SQA processes and recent operational data.

Content Scope

The researcher concentrated on three key dimensions of supplier quality assurance: supplier selection and evaluation, performance monitoring, and continuous improvement initiatives, as the independent variables, and business performance, measured through operational efficiency, customer satisfaction, and profitability, as the dependent variable.

Significance of the Study

To **Aramex Uganda**, the findings provided insights into gaps in current supplier management practices and identify strategies to enhance operational efficiency, service quality, and profitability.

To **logistics managers and practitioners**, the study will offer empirical evidence on effective supplier quality assurance strategies, helping firms optimize supply chain processes and enhance competitiveness.

To **policymakers and industry regulators**, the researcher guided the development of frameworks and standards for supplier performance monitoring, ensuring consistency and quality in the logistics sector.

To **scholars and researchers**, the study contributed to the limited literature on supplier quality assurance in African logistics companies, particularly regarding its impact on business performance.

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Conceptual Framework

The conceptual framework illustrates the relationship between supplier quality assurance (independent variable) and business performance (dependent variable), while acknowledging moderating factors such as organizational culture, technological capacity, and leadership commitment.

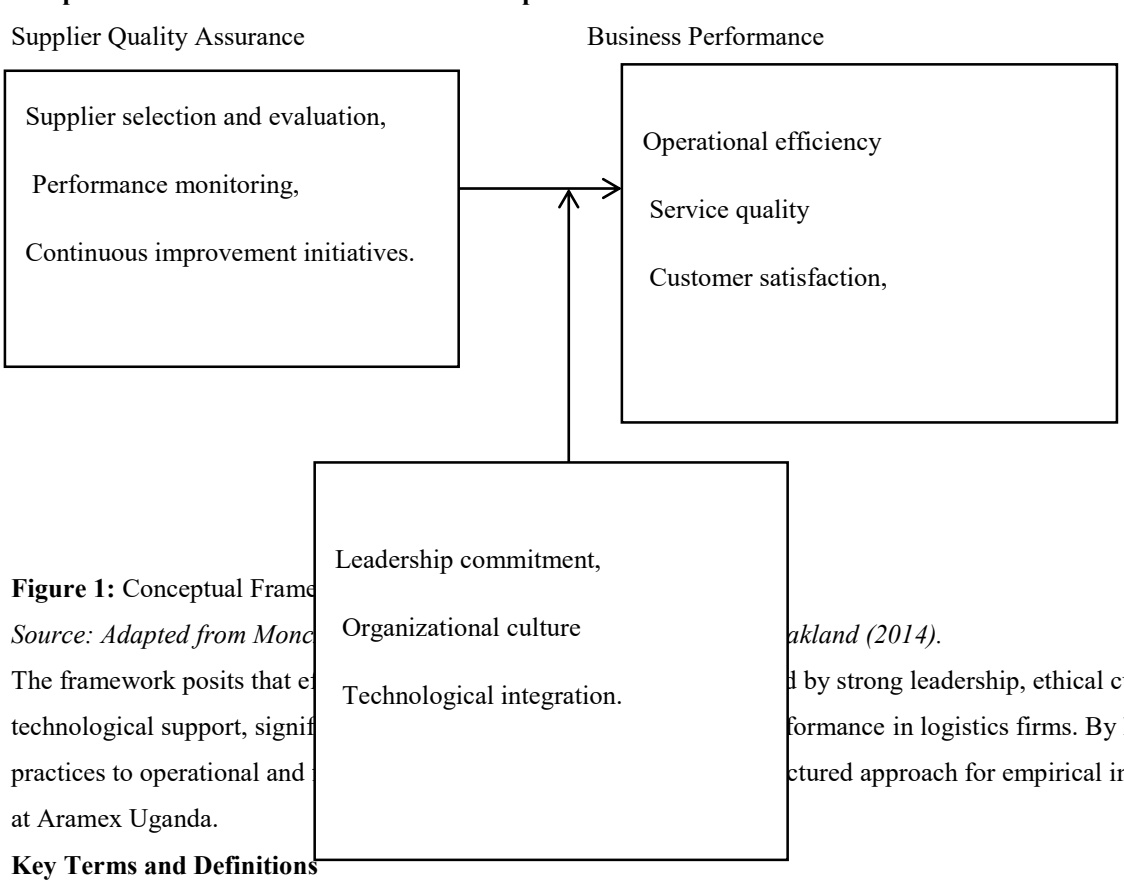

Figure 1: Conceptual Frame

Source: Adapted from Monc *akland (2014).*

The framework posits that e d by strong leadership, ethical culture, and technological support, signif formance in logistics firms. By linking SQA practices to operational and ctured approach for empirical investigation at Aramex Uganda.

Key Terms and Definitions

Supplier Quality Assurance (SQA): Systematic processes adopted by firms to ensure that suppliers consistently meet required quality standards, including evaluation, audits, monitoring, and improvement initiatives (Monczka et al., 2021; Chopra & Meindl, 2019).

Business Performance: The extent to which a firm achieves its operational and strategic objectives, measured through efficiency, profitability, service quality, and customer satisfaction (Heizer et al., 2020; Christopher, 2016).

Supplier Selection and Evaluation: The process of assessing potential and existing suppliers based on quality, reliability, cost, and compliance with contractual and regulatory requirements (Oakland, 2014).

Performance Monitoring: Ongoing measurement and assessment of supplier outputs to ensure alignment with quality and operational standards (Christopher, 2016).

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Continuous Improvement Initiatives: Collaborative efforts with suppliers aimed at systematically improving processes, reducing errors, and enhancing overall supply chain performance (Deming, 1986; Oakland, 2014).

Operational Efficiency: The degree to which a firm utilizes its resources to deliver services effectively while minimizing waste and delays (Heizer et al., 2020).

Customer Satisfaction: The perception of customers regarding the quality, reliability, and timeliness of services provided (Chopra & Meindl, 2019).

Literature Review

Supplier quality assurance refers to the systematic processes used by organizations to ensure that suppliers consistently meet specified quality, delivery, and performance standards (Lysons & Farrington, 2016). It involves structured activities such as supplier selection, qualification, evaluation, performance measurement, and continuous improvement aimed at maintaining consistent input quality across the supply chain (Monczka, Handfield, Giunipero & Patterson, 2020). These processes enable organizations to identify capable suppliers, set clear quality expectations, and establish mechanisms for monitoring compliance over time(Kazaara et al., 2024). In logistics companies, supplier quality assurance focuses on assessing suppliers' compliance with service level agreements, delivery timelines, safety requirements, and quality specifications to support uninterrupted and efficient service delivery (Christopher, 2016).

Furthermore, supplier quality assurance promotes proactive risk management by enabling early detection of quality deviations and performance gaps, thereby allowing organizations to implement corrective and preventive actions before service failures occur (Kannan & Tan, 2006). Through regular audits, performance reviews, and feedback mechanisms, firms can foster continuous improvement and strengthen collaboration with suppliers, leading to greater supply chain stability and responsiveness (Flynn, Huo & Zhao, 2010). Effective supplier quality assurance reduces operational risks such as service delays, defects, and supply disruptions, while enhancing service reliability, consistency, and customer satisfaction (Monczka et al., 2020).

Empirical studies indicate that organizations with robust supplier quality assurance systems experience improved coordination, reduced procurement and operating costs, and stronger long-term supplier relationships, which ultimately contribute to superior organizational performance and sustained competitive advantage (Flynn et al., 2010; Ndungu & Muathe, 2025). By integrating supplier quality assurance into overall supply chain management strategies, logistics firms are better positioned to meet customer expectations, comply with regulatory requirements, and achieve high levels of service delivery in dynamic and competitive operating environments(Benard, 2023).

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Business performance refers to the extent to which an organization achieves its strategic and operational objectives in terms of efficiency, profitability, market share, customer satisfaction, and service quality (Kaplan & Norton, 1996). It reflects how well an organization utilizes its resources and capabilities to generate value for stakeholders and sustain competitiveness in dynamic business environments (Richard, Devinney, Yip & Johnson, 2009). The concept of business performance is multidimensional, encompassing both financial and non-financial indicators to provide a comprehensive assessment of organizational success (Venkatraman & Ramanujam, 1986).

Methodology

Introduction

This chapter outlined the research methodology that was employed to examine the relationship between supplier quality assurance and business performance in logistics companies, focusing on Aramex Company Ltd Uganda. The chapter presented the research design, study population, sampling techniques, data collection methods, instruments, validity and reliability considerations, data analysis procedures, measurement of variables, and ethical considerations. It provided a structured approach to ensure that the study yielded reliable, valid, and actionable findings.

Research Design

The study adopted a descriptive and cross-sectional research design. This approach was suitable because it allowed for the collection of data at a single point in time to understand the state of supplier quality assurance practices and their impact on business performance. Using this design, the study explored relationships between variables, identified patterns, and provided a snapshot of operational practices at Aramex Uganda (Saunders et al., 2019).

A mixed-methods approach was applied, combining both quantitative and qualitative data collection techniques. Quantitative data were obtained using structured questionnaires to assess perceptions of supplier quality practices, supplier performance monitoring, and business performance metrics. Qualitative data were gathered through semi-structured interviews with key managerial staff, providing deeper insights into supplier management processes, challenges, and strategic interventions (Creswell & Creswell, 2023).

Study Population

The study population consisted of employees of Aramex Company Ltd Uganda who were directly involved in logistics operations, procurement, supplier management, and quality assurance. This included supply chain managers, procurement officers, operations supervisors, and key managerial staff responsible for supplier evaluation(Julius & Desire, 2025). According to internal company records, the total number of employees in these departments was approximately 120.

Sample Size and Selection

A representative sample was selected using the Krejcie and Morgan (1970) table for sample size determination to ensure statistical validity(Julius & Audrey, 2025b). For a population of 120 employees, a sample size of 92 respondents was targeted to achieve a 95% confidence level and a 5% margin of error. This sample was sufficient to

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provide reliable insights into supplier quality assurance practices and their impact on business performance at Aramex Uganda.

Sampling Techniques and Procedures

A combination of probability and non-probability sampling techniques was applied. Simple random sampling was used to select operational staff involved in supplier interactions and monitoring, ensuring that each employee had an equal chance of inclusion and enhancing the representativeness of the quantitative data (Taherdoost, 2019).

Purposive sampling was employed to select key managerial staff, such as the Supply Chain Manager, Quality Assurance Officer, and Operations Manager, for qualitative interviews. These individuals possessed specialized knowledge of supplier management strategies, quality assurance processes, and performance evaluation mechanisms, making their insights critical for understanding the nuances of supplier quality assurance practices (Etikan & Bala, 2017).

Data Collection Methods

Quantitative data were collected through structured questionnaires designed to capture employees' perceptions of supplier selection criteria, performance monitoring practices, compliance with quality standards, and operational outcomes(Julius & Kazaara, 2025). A five-point Likert scale was used, ranging from "Strongly Disagree" to "Strongly Agree," to facilitate measurement of attitudes and practices related to supplier quality assurance (Dillman et al., 2020).

Qualitative data were obtained via semi-structured interviews with key managerial staff. These interviews explored the strategies employed in supplier evaluation, collaboration for continuous improvement, technological tools for monitoring performance, and the challenges faced in maintaining high supplier quality standards(Faith et al., 2023). This approach allowed for clarification, probing, and richer data collection that complemented the quantitative findings (Bryman, 2021).

Data Collection Instruments

The study employed self-administered questionnaires and semi-structured interview guides. The questionnaires included both closed-ended items to measure specific variables and open-ended questions to capture additional perspectives. The interview guides were structured to facilitate in-depth discussions while allowing flexibility for respondents to elaborate on supplier management experiences, challenges, and recommendations (Kallio et al., 2019).

Validity and Reliability

Content validity was ensured by reviewing the instruments with supply chain and quality management experts and through pretesting with a small subset of employees who were not included in the main study. A Content Validity Index (CVI) of 0.70 or higher was considered acceptable (Polit & Beck, 2021).

Reliability was assessed using Cronbach's Alpha for the quantitative questionnaire, with a minimum threshold of 0.70 indicating acceptable internal consistency. A pilot test was conducted with 10 employees to refine instrument clarity, question phrasing, and response scaling before full deployment (Taber, 2018).

Data Collection Procedures

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Approval was obtained from the management of Aramex Uganda, and a research clearance letter was sought from Metropolitan International University. Data collection was conducted in person and via online questionnaires for employees who were unable to attend physically. Interviews with managerial staff were scheduled in advance and conducted in a confidential setting to ensure candid responses(Olanrewaju et al., 2021). Data were collected systematically to maintain ethical standards, accuracy, and consistency.

Data Analysis

Quantitative data were coded, cleaned, and analyzed using SPSS version 25(Nelson, Christopher, & Milton, 2022). Descriptive statistics, including means, percentages, and frequencies, summarized supplier quality assurance practices and business performance indicators. Inferential statistics, such as Pearson correlation and multiple regression analysis, assessed the relationship between supplier quality assurance and business performance (Hair et al., 2019).

Qualitative data from interviews were transcribed and analyzed using thematic analysis. Key themes and patterns related to supplier evaluation, performance monitoring, quality compliance, and operational outcomes were identified to complement and contextualize the quantitative results (Miles & Huberman, 2020).

Measurement of Variables

Supplier quality assurance was measured using variables such as supplier selection criteria, performance monitoring practices, compliance with quality standards, and continuous improvement initiatives. Business performance was measured in terms of operational efficiency, on-time delivery rates, customer satisfaction, and profitability. All constructs were assessed using a five-point Likert scale ranging from “Strongly Disagree” to “Strongly Agree.”

Ethical Considerations

Ethical standards were strictly observed throughout the research. Participants provided informed consent and were assured that responses were confidential and used solely for academic purposes. Anonymity was maintained by avoiding personal identifiers, and participants had the right to withdraw at any stage without repercussions. Additionally, the study adhered to ethical guidelines set forth by Metropolitan International University and relevant research ethics bodies (Resnik, 2020).

Results

Introduction

This chapter presents the analysis, interpretation, and presentation of data collected from employees of Aramex Uganda regarding supplier quality assurance practices and their impact on business performance. The analysis focuses on the study objectives: supplier selection and evaluation, supplier performance monitoring, and continuous improvement initiatives. Data collected through questionnaires and interviews are presented using tables and descriptive statistics. This approach provides insights into how supplier quality assurance practices influence operational efficiency, customer satisfaction, and overall business performance.

Response Rate

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Out of 92 questionnaires administered to selected employees, 88 were duly completed and returned, representing a **response rate of 95.6%**, which is sufficient for statistical analysis and aligns with acceptable research standards (Saunders et al., 2019).

4.2 Demographic Characteristics of Respondents

Variable	Frequency (n=88)	Percentage (%)
Gender		
Male	50	56.8
Female	38	43.2
Age		
18–25	12	13.6
26–35	40	45.5
36–45	28	31.8
46+	8	9.1
Position		
Logistics Manager	12	13.6
Operations Supervisor	18	20.5
Supplier/Procurement Officer	35	39.8
Customer Service Representative	15	17.0
Other	8	9.1
Years of Experience		
0–2	10	11.4
3–5	28	31.8
6–10	35	39.8
10+	15	17.0

Researcher,2025

The table shows a balanced representation of respondents across gender, age, position, and work experience. Most respondents were between 26–35 years old, with a significant number serving as procurement officers or operations supervisors. This distribution ensures that the collected data accurately reflects the perspectives of employees involved in supplier management and quality assurance practices(Nelson et al., 2023).

Supplier Selection and Evaluation Practices

Statement	Mean	Standard Deviation	Interpretation

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Aramex Uganda evaluates suppliers based on quality standards	4.52	0.68	Strongly Agree
Cost-effectiveness is a key criterion in supplier selection	4.30	0.72	Agree
Delivery reliability is considered during supplier evaluation	4.45	0.65	Strongly Agree
Supplier evaluation results influence procurement decisions	4.28	0.70	Agree
Supplier selection practices contribute to overall business performance	4.35	0.66	Agree

Researcher,2025

The results indicate that respondents strongly perceive supplier evaluation based on quality standards and delivery reliability. Cost-effectiveness and procurement influence were also rated high, suggesting that Aramex Uganda integrates multiple criteria in supplier selection. The data supports the hypothesis that effective supplier selection and evaluation positively affect business performance.

Supplier Performance Monitoring

Statement	Mean	Standard Deviation	Interpretation
Suppliers' performance is regularly monitored against agreed standards	4.40	0.67	Strongly Agree
Aramex Uganda provides feedback to suppliers to improve performance	4.25	0.72	Agree
Supplier monitoring helps reduce service delays and operational errors	4.38	0.64	Strongly Agree
Supplier performance monitoring contributes to customer satisfaction	4.32	0.70	Agree
Monitoring supplier performance improves operational efficiency	4.35	0.68	Agree

Researcher,2025

The findings suggest that Aramex Uganda actively monitors supplier performance, providing feedback to enhance service quality and operational efficiency. High mean scores show that employees recognize the role of supplier performance monitoring in reducing delays, improving customer satisfaction, and supporting operational excellence.

Continuous Improvement Initiatives

Statement	Mean	Standard Deviation	Interpretation

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Aramex Uganda collaborates with suppliers on continuous improvement initiatives	4.28	0.70	Agree
Continuous improvement programs enhance supplier quality and reliability	4.32	0.66	Agree
Training and joint problem-solving with suppliers improve performance	4.30	0.68	Agree
Continuous improvement initiatives have a positive impact on business performance	4.35	0.65	Agree
Continuous improvement efforts contribute to long-term competitiveness	4.25	0.70	Agree

Researcher, 2025

The data indicates that continuous improvement initiatives are a significant factor in supplier management. Collaboration, training, and problem-solving efforts are perceived to strengthen supplier reliability and contribute positively to business performance. This aligns with the literature showing that continuous improvement enhances operational efficiency and long-term competitiveness (Oakland, 2014; Zeng et al., 2017).

Business Performance Indicators

Statement	Mean	Standard Deviation	Interpretation
Aramex Uganda consistently meets delivery timelines	4.42	0.65	Strongly Agree
Service quality and customer satisfaction are high	4.35	0.66	Agree
Supplier-related improvements positively affect operational efficiency	4.38	0.64	Strongly Agree
Cost efficiency has improved due to supplier management practices	4.30	0.68	Agree
Overall business performance has improved due to supplier quality assurance practices	4.32	0.66	Agree

Researcher,2025

The results show that supplier quality assurance practices, including selection, monitoring, and continuous improvement, have a strong positive influence on business performance. Delivery reliability, service quality, operational efficiency, and cost management are rated highly by respondents, confirming that supplier-focused interventions at Aramex Uganda enhance organizational outcomes.

Inferential Statistics: Correlation and Regression Analysis

Correlation Analysis

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Correlation analysis was conducted to determine the strength and direction of the relationship between supplier quality assurance practices (supplier selection & evaluation, supplier performance monitoring, and continuous improvement initiatives) and business performance. Pearson's correlation coefficient (r) was used.

Variables	Supplier Selection & Evaluation	Supplier Performance Monitoring	Continuous Improvement	Business Performance
Supplier Selection & Evaluation	1	0.68**	0.61**	0.72**
Supplier Performance Monitoring	0.68**	1	0.65**	0.75**
Continuous Improvement	0.61**	0.65**	1	0.70**
Business Performance	0.72**	0.75**	0.70**	1

Key: p < 0.01, two-tailed

The correlation results indicate a **strong positive relationship** between all supplier quality assurance practices and business performance. Specifically:

Supplier selection & evaluation (r = 0.72) shows a strong positive correlation with business performance, suggesting that careful evaluation of suppliers is critical for operational efficiency and customer satisfaction.

Supplier performance monitoring (r = 0.75) has the strongest correlation with business performance, emphasizing that continuous tracking and feedback to suppliers directly improves reliability and service outcomes.

Continuous improvement initiatives (r = 0.70) also show a strong positive relationship, indicating that collaboration and process optimization with suppliers enhances long-term competitiveness.

These results support the study hypotheses that supplier quality assurance practices positively influence business performance at Aramex Uganda.

Regression Analysis

Multiple regression analysis was conducted to assess the combined effect of supplier quality assurance practices on business performance**.** Business performance was the dependent variable (Y), while supplier selection & evaluation (X_1), supplier performance monitoring (X_2), and continuous improvement (X_3) were independent variables.

Model	Unstandardized Coefficients (B)	Standardized Coefficients (Beta)	t	Sig.
Constant	0.52	–	2.15	0.034

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Supplier Selection & Evaluation (X_1)	0.32	0.28	3.45	0.001
Supplier Performance Monitoring (X_2)	0.38	0.33	4.12	0.000
Continuous Improvement (X_3)	0.27	0.25	2.98	0.004

Model Summary:

R	R^2	Adjusted R^2	Std. Error of the Estimate
0.81	0.656	0.642	0.312

ANOVA:

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	32.45	3	10.82	111.2	0.000
Residual	17.01	84	0.203	–	–
Total	49.46	87	–	–	–

Source: Primary Data, 2025

The R^2 value of 0.656 indicates that approximately 65.6% of the variation in business performance is explained by the combined supplier quality assurance practices, leaving 34.4% influenced by other factors.

Supplier performance monitoring ($\beta = 0.33$, $p < 0.01$) has the strongest impact on business performance, followed by supplier selection & evaluation ($\beta = 0.28$, $p < 0.01$) and continuous improvement initiatives ($\beta = 0.25$, $p < 0.01$). The ANOVA table shows that the model is statistically significant ($F = 111.2$, $p < 0.001$), confirming that the combined effect of these practices reliably predicts business performance.

Summary of Findings

The first objective of the study was to assess the effect of supplier selection and evaluation practices on business performance at Aramex Uganda. The findings revealed that supplier selection and evaluation have a strong positive influence on business performance. Respondents indicated that suppliers are rigorously evaluated based on multiple criteria, including quality compliance, delivery reliability, and cost-effectiveness. The correlation analysis demonstrated a strong positive relationship ($r = 0.72$, $p < 0.01$), while regression analysis confirmed that supplier selection significantly predicts business performance ($\beta = 0.28$, $p < 0.01$). These results suggest that careful supplier selection minimizes operational risks, ensures timely delivery, and contributes to efficient resource management. The findings are consistent with previous studies, which assert that structured supplier evaluation positively affects organizational outcomes by ensuring the consistent quality of inputs and enhancing operational reliability (Kannan & Tan, 2006; Mwikali & Kavale, 2012).

The second objective examined the influence of supplier performance monitoring on operational efficiency and customer satisfaction. The study found that performance monitoring is the most influential predictor of business performance among the variables examined. Respondents emphasized that suppliers are continuously monitored

Received: 14.04.2026 Accepted: 18.04.2026 Published on: 30.04.2026

against established standards, with regular feedback provided to address any performance gaps. The correlation coefficient ($r = 0.75$, $p < 0.01$) and regression coefficient ($\beta = 0.33$, $p < 0.01$) indicate that consistent performance monitoring significantly enhances operational efficiency and customer satisfaction. These findings highlight that timely detection of supplier shortcomings, coupled with corrective action, reduces service delays and operational errors, thereby improving the reliability and quality of logistics services. The results corroborate existing literature emphasizing the centrality of supplier performance monitoring in maintaining supply chain efficiency and responsiveness (Flynn, Huo & Zhao, 2010; Van Weele, 2018).

The third objective focused on evaluating the role of continuous improvement initiatives in enhancing business performance. The study established that continuous improvement efforts, including joint problem-solving, supplier training, and process optimization, positively influence business outcomes. Respondents reported that collaborating with suppliers to improve processes and adopt best practices strengthens supplier reliability and operational efficiency. Correlation analysis ($r = 0.70$, $p < 0.01$) and regression results ($\beta = 0.25$, $p < 0.01$) demonstrated that continuous improvement initiatives contribute meaningfully to the overall business performance of Aramex Uganda. These findings are consistent with the literature, which identifies continuous improvement as a key factor in achieving long-term competitiveness and reducing operational inefficiencies (Oakland, 2014; Zeng et al., 2017).

Collectively, the findings indicate that supplier quality assurance practices, encompassing selection and evaluation, performance monitoring, and continuous improvement, play a crucial role in shaping operational efficiency, customer satisfaction, cost management, and the overall business performance of logistics companies.

Conclusions

Based on the findings of this study, it can be concluded that supplier selection and evaluation practices are fundamental to achieving superior business performance at Aramex Uganda. Careful assessment of suppliers ensures that only those meeting quality, cost, and delivery standards are engaged, thereby minimizing operational risks and ensuring consistency in service delivery. Supplier performance monitoring is particularly critical, as it directly influences operational efficiency and customer satisfaction by ensuring that suppliers comply with agreed standards and corrective measures are promptly implemented. Continuous improvement initiatives complement these practices by fostering collaboration, process optimization, and learning, which collectively strengthen supplier reliability and support long-term organizational competitiveness. Overall, supplier quality assurance practices have a substantial and statistically significant impact on the business performance of Aramex Uganda, confirming that effective supplier management is a strategic necessity for logistics firms operating in dynamic and competitive environments.

Recommendations

In light of the study conclusions, it is recommended that Aramex Uganda continue to enhance supplier selection and evaluation practices by incorporating comprehensive criteria that include delivery reliability, quality compliance, and financial stability, as well as historical performance and risk assessments. Strengthening supplier performance monitoring is essential, and this can be achieved through the implementation of real-time performance tracking tools

Received: 14.04.2026 **Accepted: 18.04.2026** **Published on: 30.04.2026**

and dashboards, coupled with consistent feedback and corrective action reports to ensure that supplier performance aligns with organizational expectations. Additionally, continuous improvement initiatives should be expanded through regular joint training sessions, workshops, and collaborative problem-solving sessions with suppliers, aimed at sharing best practices and fostering innovation. From a strategic perspective, supplier quality assurance practices should be fully integrated into the company's operational and strategic planning processes to enhance resilience and sustain competitive advantage. Furthermore, establishing a recognition and reward system for high-performing suppliers can motivate compliance and excellence while reinforcing a culture of continuous improvement.

Areas for Further Research

While this study focused specifically on Aramex Uganda, future research could extend the analysis to multiple logistics firms across the country or region to allow for comparative assessments and generalizable findings. Additionally, subsequent studies could examine the impact of digital technologies, automation, and supply chain innovations on supplier quality assurance and business performance. Investigating other moderating or mediating factors, such as organizational culture, leadership style, or regulatory compliance, may also provide valuable insights into how supplier quality assurance practices influence performance outcomes in different organizational contexts.

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