
**Inventory Management And It's Impact On The Performance Of An Organisation. A Case Study Of
Coca- Cola Namanve Branch****Kakerankya Bonny****Metropolitan International University****Abstract**

The overall objective of the study was to find out the effects of inventory management on the performance of an organization considering century bottling company Uganda Namanve branch as the case study. The study was guided by three specific objectives; To find out the techniques of inventory management used at Coca- Cola Namanve branch. To examine the relationship between inventory management and performance of Coca- Cola company Namanve branch, To evaluate factors affecting inventory management at coca cola. Data was collected using a questionnaire and interview guide, and during data collection purposive sampling method was used. Both qualitative and quantitative methodologies were used to analyze data as a sample size of 103 respondents was used. The study concluded that the common materials handling techniques used at Coca- Cola Company Namanve branch include; integrated system (System Application and products) responsible for management information system, inventory requirement points, and over stock brands for the fast-moving products, recoding, issue of inventories from the store that were previously purchased to the production department and arrangement of some company inventories according to the order of their importance. Also, that, proper material handling technique plays an important function on the performance of private organizations like Coca- Cola Company Namanve branch and that the kind of relationship between inventory management techniques and performance of organizations in Uganda is positive. Lastly, that the challenges faced by Coca- Cola Company Namanve branch in the process of managing inventories include; loss in inventories, predetermined products demand, opportunity costs, administration costs, theft and labour turnover, load shedding among other challenges faced by the company. Firm should hold inventory to protect against interruption in supply. There should be inventory management for smooth production flows in Firm. There is need for inventory management since it helps Firm to meet higher than expected demand. This helps Firm from running out of inventory and there is need for inventory management for it reduces input costs since there are economies of scale in bulk purchases.

Keywords: Inventory Management, Performance and Organisation**Background of the study**

Inventory management according to (Deus, 2023) is a fundamental pillar of an organization and should be taken seriously. Businesses should be adequately prepared for the changing environment in all East African countries. However, a study conducted by (Alex & Kazaara, 2023) has shown that most large firms in East Africa have adapted to changes in inventory management and these firms have continued to exemplify good inventory management (Benard, 2023). Governments in countries such as Kenya, Uganda and

Received: 16.05.2024**Accepted: 25.05.2024****Published on: 30.05.2024**

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Rwanda have promoted and enforced sustainable business practices to be adopted for a business to remain relevant and competitive, which includes proper inventory management and business planning through human resource training in various business areas (K. Faridah et al., 2023). Uganda as a country has been experiencing a great period of peace (over 20 years) since the NRM government assumed power under the leadership of His Excellency the President of Uganda. Since then, the country has experienced continuous progress in terms of development. Industries were created with new institutions for training human resources (T. Christopher et al., 2022). The government promoted investment and growth through various incentives, which led to improvements in terms of marketing and inventory management, in addition to manufacturing support for the export of goods to countries outside East Africa and Africa in general (Winny et al., 2023). According to David Jessop and Alex Morrison (1994), the type of inventory is classified based on the business enterprise from organization to organization and the criteria used also vary from organization to organization depending on the nature of the inventory and the purpose for which the inventory is held. For example, the common criteria used and the nature of the inventory, for example sales or retail, raw materials (items in an unprocessed state awaiting conversion, e.g. wood, steel and coffee beans), parts and subassemblies, consumables (all supplies within the business that are classified as indirect and which do not form part of the salable product (Ronald et al., 2023 (Division into production, maintenance, office and social security) The correct classification of stocks and their control improves the financial position of the company (Racheal et al., 2023). Century bottling company is a multinational beverage company with Coca-Cola as the most famous bottling company. Century Uganda is a franchise bottling company and distributor in Uganda. Century Bottling Company Limited (Coca-Cola) uses different types of inventory management (F. Christopher, Komunda et al., 2022). Inventory management at the Coca-Cola Namanve plant is most evident in the arrangement of crates in the plant, packaging of bottles, purchasing raw materials, supplying customers, issuing raw materials for use in plant departments. This is because the company uses various systems in inventory management including an integrated system (system application and products) responsible for the management information system that helps make serious decisions about inventory, material requirement points and stock tags for fast-moving products (Frank et al., 2023). These different types of inventory management affect company performance in different ways.

Statement of the problem

Inventory management is considered an important factor for better business performance; some firms do not perform according to the owners' expectations and therefore are of great concern to inventory managers (Lydia et al., 2023). A century bottling company uses different inventory management systems, however, these inventory management techniques in Coca-Cola had an impact on the organization's performance (Ramadhan et al., 2023) and the company's performance decreased from 80% to 60% in 2008 and 2009 (Isaac et al., 2023). Based on the above information, Coca-Cola experienced a decline in sales performance

over time (Deus, 2023). It is based on these facts that the researcher decided to conduct research on the effects of inventory management on organizational performance.

Specific objectives

1. To find out the techniques of inventory management used at Coca- Cola Namanve branch.
2. To examine the relationship between inventory management and performance of Coca-Cola company Namanve branch.
3. To evaluate factors affecting inventory management at coca cola.

Methodology

The study used descriptive research design. On top of this the design exploited both qualitative and quantitative approaches (Nafiu & Ph, 2012). Qualitative approach included the use of interviews, while quantitative approaches involved the use of descriptive statistics generated with frequency tables, graphs, and Charts. These approaches adopted to enable the researcher get and analyze relevant information concerning people's opinions about the impact of inventory management on performance of organizations in Uganda like Coca-Cola Company (Nafiu et al., 2012). The study population included respondents from store department, purchasing department, and top management staff as well as direct company clients that were selected during the study process (Nafiu et al., 2012). The researcher involved all these categories in the study because she believes that they possess the necessary study information (Jallow et al., 2021). The research considered a study population of 140 members. The researcher determined the sample size using Krejcie and Morgan table. According to Krejcie and Morgan, 1970 Sample table. Required sample size, Given A= Finite population, where N= population size and n=sample size (Jallow et al., 2022). Therefore, in this study, the study population was 140 with a sample size of 103 respondents. The researcher designed self-administered questionnaires which she distributed to the various respondents at coca cola plant-Namanve (Aslam et al., 2022). The completed questionnaires were then picked from respondents for analysis. The collected data was processed using a combination of Microsoft Excel packages and the Statistical Package for Social Scientist (SPSS) (Nelson, Christopher, & Milton, 2022). The processing stage involved editing, classification, coding, transcription and tabulation. In the analysis of data, descriptive analysis was employed and the results were presented in frequency tables against percentages and also on graphs and pie charts. Finally, a research report was written from the analyzed data in which conclusions and recommendations was made.

RESULTS

Inventory Management Techniques used by Coca Cola Namanve Branch

Table 1: Inventory Management Techniques used by Coca Cola Namanve Branch

Response	SA		A		NS		D		SD		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
There are various inventory management practices used by Coca Cola Namanve Branch	33	33.0	53	53.0	10	10.0	2	2.0	0.0	0.0	100	100
Accurate and up-to-date stores records is an inventory management practices used by Coca Cola Namanve Branch	56	56.0	40	40.0	2	2.0	0.0	0.0	2	2.0	100	100
Good stock plan is an inventory management practice used by Coca Cola Namanve Branch	46	46.0	34	34.0	6	6.0	9	9.0	5	5.0	100	100
Proper accounting and recording is a means of inventory management in Coca Cola Namanve Branch	28	28.0	56	56.0	5	5.0	9	9.0	2	2.0	100	100
Spot checks/surprise checks help in inventory management in Coca Cola Namanve Branch	36	36.0	48	48.0	13	13.0	0.0	0.0	3	3.0	100	100
Proper stores management is a form of inventory management in Coca Cola Namanve Branch	43	43.0	47	47.0	1	1.0	1	1.0	8	8.0	100	100
Just in time inventory management technique	49	49.0	32	32.0	10	10.0	8	8.0	1	1.0	100	100
Coca Cola carries out inventory valuation	30	30.0	41	41.0	12	12.0	9	9.0	8	8.0	100	100
Namanve Branch practices physical inventory accounting technique	80	80.0	12	12.0	8	8.0	0.0	0.0	0.0	0.0	100	100
The organization also carries out first in first out inventory management technique	34	34.0	38	38.0	9	9.0	14	14.0	5	5.0	100	100

Source: Primary data 2023

According, to the table, 35 (35%) of the respondents strongly agreed and 53 (53%) agreed respectively that there are inventory management practices used by Coca Cola. Accordingly, 10 (10%) were not sure, 2(2%) disagreed and none strongly disagreed to the idea. 56 (56%) of the respondents strongly agreed to the

Received: 16.05.2024

Accepted: 25.05.2024

Published on: 30.05.2024

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notion of up-to-date stores records as one of the inventory management practices used by coca cola, 40 (40%) agreed, 2 (2%) were not sure, while 2 (2%) strongly disagreed to the idea. Most of respondent said that up-to-date stores record is undertaken to reduce the errors of stock management and to ensure accurate and reliable stock records. It involves spot checks/ surprise checks, stock taking, which is the physical counting and measuring of quantity of each item in stock and recording the results (Kazaara & Kazaara, 2023).

The table then shows that 46 (46%) of the respondents strongly agreed that stock plan is a good inventory management practice, 34 (34%) agreed, 6 (6%) were not sure, 9 (9%) disagreed, while 2 (2%) strongly disagreed to the idea. A good stock plan set in advance will enable planners to set procurement/ purchase dates and quantities that are consistent with the plan to avoid disruptions due to inventory shortages. 28 (28%) of the respondents strongly agreed that proper accounting records is an inventory management practice, 56 (56%) agreed, 5 (5%) were not sure, 9 (9%) disagreed, while only 2 (2%) strongly disagreed (Paul et al., 2023). Coca cola used proper accounting in records inventories purchased and sold at all times since the respondents covered by the study agreed with the statement and that it was using recording of inventory as one of the inventory management techniques for improved company performance. This was substantiated by a view of one respondent who expressed that the company issues different documents like invoices, goods received note, goods returned note and still that the company had a general book for recoding all the company transactions concerning the stores department (Olanrewaju et al., 2021).

From the table, we can still see that 36 (36%) of the respondents strongly agreed that surprise checks helps in promoting proper inventory management, 48 (48%) agreed, 13 (13%) were not sure, and 3 (3%) strongly disagreed. In addition to the above findings from the study, respondents were able to indicate that for surprise checks in the organization, Top management has resorted to use security alert with the aim of reducing theft cases of the goods for improving the firm performance level (Emmanuel et al., 2023). Further still, 43 (43%) of the respondents strongly agreed that proper stores management is a practice of inventory management, 47 (47%) agreed, 1 (1%) were not sure and disagreed respectively, and 8% strongly disagreed. When the researcher inquired on issues related to whether proper stores management of inventories at the Organization was helping in proper inventory management, there was a high level of agreement as the results indicate that all the respondents did not disagree. In conclusion, results indicate that since almost all the decisions made by the Organization management aim at influencing on the firm performance of the Company, recording of inventories also greatly influence on the Company's performance.

The respondents strongly agree that just in time concept is a technique that coca cola Namanve branch uses in its operations. This is indicated by the fact that 49 (49%) strongly agrees to this technique while only 1 (1%) strongly disagree, 32 (32%) agree, 10 (10%) are not sure and 8 (8%) disagree. The research finding in the table also show that the highest percentage of respondents agree to the technique of inventory valuation

with a percentage of 41 (41%), those that strongly agree stand at a percentage of 30 (30%), then 12% are not sure, 9 (9%) disagree while 8(8%) strongly disagree (K. Faridah et al., 2023). The table continues to show physical counting is a technique that most of the respondents strongly agreed to. Various respondents reported that this technique is used on all the products of the company at almost all levels of production. 80 (80%) strongly agree, 12 (12%) agree an 8% are not sure. First I first out as a technique used by coca cola company takes the following percentages as shown in the table; 34 (34%) strongly agree, 38 (38%) agree, 9 (9%) not sure, 14 (14%) disagree and 8 (8%) strongly disagree. In a verbal interview, the respondents said that first in first out technique helps to prevent the company from making losses through expired products mainly because the company sells of the products in and organized manners they come in and this helps the management to tell which products are to be taken out of the stock into the market first (Ronald et al., 2023).

Factors Affecting Inventory Management and Firms Performance

Table 2: Factors Affecting Inventory Management

Response	SA		A		NS		D		SD		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
The level of economic conditions such as inflation, high taxes leading to increasing costs of production and also affecting the company	28	28.0	66	66.0	6	6.0					100	100
Company factors which affect inventory management such as unexpected occurrences from management, employee strikes and others	30	30.0	41	41.0	4	4.0	20	20.0	5	5.0	100	100
Unqualified employees and unrealistic business plan in charge of inventory, using a measure of performance affect inventory management	38	38.0	56	56.0	6	6.0					100	100
Holding or carrying costs are such as storage, handling, insurance, taxes, obsolescence, theft and interest on funds.	41	41.0	56	56.0	3	3.0					100	100

Ordering cost such as requisitioning, purchase ordering or setup, receiving, inspecting and receiving at the ware house expenses incurred	61	61.0	30	30.0	9	9.0					100	100
Poor evaluation and monitoring hinders inventory management towards the firm in Coca Cola Namanve Branch	28	28.0	66	66.0	6	6.0					100	100
Transport costs do greatly affect inventory management	38	38.0	56	56.0	6	6.0					100	100
Bureaucratic constraints factor in Coca Cola Namanve Branch of inventory management toward firm performance	41	41.0	56	56.0	3	3.0					100	100

Source: Primary data 2023

From the table, 28 (28%) of the respondents noted that level of economic conditions such as inflation, high taxes had factor affecting inventory management practices, 66 (66%) of the respondents agree and 6 (6%) were not sure about this. The study then shows that 30 (30%) strongly agree, 41 (41%) agree, 4 (4%) are not sure, 20 (20%) disagree and 5 (5%) strongly disagree to the fact that Company factors affect inventory management such as unexpected occurrences from management, employee strikes and others (Winny et al., 2023).

Unqualified employees was reported by the respondents as one of key factors affecting inventory management and firms performance through poor planning and poor inventory management by the unqualified employees. From the study, 38 (38%) of the respondents confirmed the assertion that Unqualified employees and unrealistic business plan in charge of inventory, using a measure of performance affect inventory management 56 (56%) of the respondents agreed, and 6 (6%) were not sure (F. Christopher, Moses, et al., 2022). The study went ahead to discover that unqualified employees and unrealistic business plan lead to poor record keeping. The researcher established that some employees rely on guess work and memory on issues to do with inventory management. The respondents as well admitted that some colleagues could not document business plans, incomes and expenditures.

According to the table, 41 (41%) of the respondents noted that costs of carrying inventory that the company encounters ranges from storage costs. Breakage's/d am ages and obsolescence, Insurance and takes, stock taking, reordering and accounting costs, cost of tied down capital in inventory cost reduction was a function

of factor affecting inventory management of firm performance of coca cola, 56 (56%) of the respondents agreed, and 3 (3%) were not sure (Alex et al., 2023).

The study also established that high taxes were among the challenges to the Organization enterprises in the study area. The study learnt that the Municipal Council and Uganda Revenue Authority levy high taxes on Organization enterprises. They argued that such taxes were not easy to match with the, high competition and general high cost of living that reduce profits, It should be noted that 56 (56%) respondents bitterly emphasized the challenge and 41 (41%) strongly emphasized the challenge while only 3% strongly disagreed. According to the table, 61 (61%) of the respondents said that Ordering Cost such as Requisitioning, Purchase ordering or setup, Transportation, Receiving, inspecting and receiving at the ware house is factor affecting inventory management of firm performance , 30 (30%) of the respondents agreed, and 9 (9%) were not sure (Ronet et al., 2023).

It was established that the above challenges affect the inventory management as sometimes reduce greatly on the Firm performance on profitability level of the Organization. The verbal findings of the study also indicated that there are still challenges faced by coca cola as firm in the process of handling ordering costs for improving the performance of the company.

From the table, 28 (28%) of the respondents noted that Poor evaluation and monitoring are factor affecting inventory management of firm performance of Super Market, 66 (66%) of the respondents agree and 6 (6%) were not sure with the idea (Nelson, Christopher, Teddy, et al., 2022). From the study, 38 (38%) of the respondents confirmed the assertion that transport costs do affect inventory management, 56 (56%) of the respondents agreed, and 6 (6%) were not sure, transport costs were reported verbally by the respondents who said that it leads to Loss of profit, Loss of customers as they migrate to other dealers and Loss of customer goodwill. The same challenge was reported to lead to delays in deliveries of both the products to the market and also the raw materials from the manufacturing of the products (N. Faridah et al., 2023). According to the table, 41 (41%) of the respondents noted that Weak management systems factor in the Organization is a challenge to in Inventory Management toward firm performance, 56 (56%) of the respondents agreed, and 3 (3%) were not sure.

Table 3: Factors affecting inventory management at coca cola

Response	SA		A		NS		D		SD		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
Inventory management practices contribute greatly to the firm performance of Coca Cola Namanve Branch	49	49.0	43	43.0	0	0.0	8	8.0	0	0.0	100	100

Inventory management helps in inventory planning and scheduling in Coca Cola Namanve Branch	28	28.0	56	56.0	5	5.0	9	9.0	2	2.0	100	100
Procurement/purchase dates and quantities are improved by inventory management practices	43	43.0	47	47.0	1	1.0	1	1.0	8	8.0	100	100
Cost reduction is a result of inventory management practices	56	56.0	40	40.0	2	2.0	0	0.0	2	2.2	100	100
Inventory management helps in effective stores management of Coca Cola Namanve Branch	36	36.0	48	48.0	13	13.0	0	0.0	3	3.0	100	100
Internal coordination in Coca Cola Namanve Branch can be improved by inventory	49	49.0	32	32.0	10	10.0	8	8.0	1	1.0	100	100
Improved customer service can be realized with inventory management	46	46.0	34	34.0	6	6.0	9	9.0	5	5.0	100	100
Good management practices to inventory management in Coca Cola Namanve Branch	30	30.0	41	41.0	12	12.0	9	9.0	8	8.0	100	100

Source: Primary Data 2023

According to the table, 49 (49%) of the respondents strongly agreed and 43 (43%) agreed respectively that Inventory Management practices contribute greatly to the firm performance of Coca cola Namanve Branch. None of the respondents was not sure as indicated in the table yet 8 (8%) disagreed and none strongly disagreed to the idea. Through the verbal interview. Most of the respondents agreed that inventory management has got a high effect on the performance of the organization both in the short and long run. If inventory management is done well then the organization is likely to get many positive benefits (Moses et al., 2023).

The table indicates that 56 (56%) of the respondents strongly agreed, 40 (40%) agreed, 2 (2%) were not sure, while 2 (2%) strongly disagreed to the idea that cost reduction is a result of inventory management practices. In a verbal interview, most of the respondents agreed that proper inventory management reduces a number of costs for the organization including resource wastage costs, storage costs and handling costs

(Ronet et al., 2023). The table shows that 46 (46%) of the respondents strongly agreed that improved customer service can be realized with inventory management, 34 (34%) agreed, 6 (6%) were not sure, 9 (9%) disagreed, while 5 (5%) strongly disagreed to the idea. The findings from the research indicated in the table above show that 56 (56%) of the respondents strongly agreed that inventory management helps in inventory planning and scheduling in coca cola, 6 (6%) agreed, 5% were not sure, 9 (9%) disagreed, while only 2 (2%) strongly disagreed (Faith et al., 2023). The respondents agreed that inventory management helps to keep proper inventory record and these records help in proper planning which at the same time helps in scheduling of the inventory activities. The respondents believe that proper management in everything in an organization is a key to proper planning for the various activities.

From the table, 36 (36%) of the respondents strongly agreed that inventory management helps in effective stores management of coca cola Namanve branch. Through an interview with the respondents, some of the respondents agreed that inventory management helps the managers to know what type of inventory they have and the quantity they hold in the store. This then helps them to manage the store facilities and activities efficiently and effectively, 48 (48%) agreed, 13 (13%) were not sure, and 3 (3%) strongly disagreed. Further still, the findings in the table indicate that, 43 (43%) of the respondents strongly agreed procurement/purchase dates and quantities are improved by inventory management practices, 47 (47%) agreed, 1 (1%) were not sure and disagreed respectively, and 8 (8%) strongly disagreed. In the field most of the interviewed respondents supported this point by saying that when inventory is properly managed, the organization is able to set dates on when to procure the given type of inventory and the quantity to procure on that date mainly because the organization is able to know exactly the amount and type of inventory that they have and that which they do not have (Annet et al., 2023). Some of the respondents still defended their answer by saying that this helps to reduce losses and costs of late procurement and un planned procurement of inventory. 49 (49%) of the respondents strongly agree that improved customer service can be realized with inventory management, 1 (1%) strongly disagree, 32 (32%) agree, 10 (10%) are not sure and 8 (8%) disagree. The research findings in the table also show that 41(41%), of the respondents agree, 30 (30%), strongly agree, 12 (12%) are not sure, 9 (9%) disagree while 8% strongly disagree with the fact that good management practices to inventory management in coca cola Namanve branch.

Table 4: Showing kind of relationship between inventory management and performance

Relationship	Frequency	Percentage (%)
Positive	88	88
Negative	12	12
Total	100	100

Source: Field data, 2023

From the table 4 above, majority of the respondents 88 (88%) said that materials handling techniques have a positive relationship between inventory management and performance of Coca- Cola Company Namanve branch. The study respondents claimed that inventory management techniques has a positive influence on the performance of Coca-Cola Company went ahead and said that as such techniques of managing inventories help in proper planning of the materials needed by identifying the gap between the desired and the actual level of materials, allocation of resources, purchasing, sales and employment of staff and everything concerned to human resources management all of which reduces on the costs incurred by the organization in the production departments for improved performance of the company.

However some of these respondents said that the positive relationship of the inventory management techniques on the performance of Coca- Cola Company Namanve branch depends on how the techniques are used by the users at the company plus the prevailing conditions like power inform of electricity. The above results may hence indicate that proper use of inventory management techniques like application reduces on ordering costs such as air time costs, in organizations when employed. This was further evidenced by the study respondent who was able to say that” proper use of just in time technique improves on the performance of private organizations like Coca- Cola Company Namanve branch.

Also that, 12 (12%) of the respondents indicated inventory management having a negative relationship on the performance of Coca- Cola Company Namanve branch. These same respondents believed that, inventory management involves a lot of costs, inconsistency as there is over charging of customers, use of highly skilled workers in charge of managing inventories (Nelson et al., 2023), theft, obsolescence among others all of which increase on the costs hence reducing much of the on the performance of the organization in question especially in the production department. These same study respondents further cited that purchasing of raw materials after the customers have ordered for goods from the company among the inventory management techniques influence the company performance in terms of profitability level negatively as most of the study respondents indicated that such does not help to maintain the company Customers. However, basing on the most of the study respondents as eluded in table above, the study therefore established that there is a positive relationship of inventory management on performance private organizations like Coca- Cola Company Namanve branch as was revealed by majority 88 (88%) of the covered respondents during data collection process.

Conclusion

The study findings can be used to conclude that there is a positive relationship between inventory management and organizational. Basing on the findings, Inventory management helps firm to cut down costs incurred by firm. It can therefore be concluded that inventory management practices are related to performance of firm, corporation or business. The common materials handling techniques used at Coca- Cola Company Namanve branch include; integrated system (System Application and products) responsible

for management information system which helps to make serious decisions on inventory, inventory requirement points, and over stock brands for the fast moving products, recoding of all the purchased and issued inventories to the production department of the Company, issue of inventories from the store that were previously purchased to the production department and arrangement of some company inventories according to the order of their importance.

Coca cola company holds stock that is used to satisfy current and future needs of the people of Uganda. The company carries out stock taking of items in stores and stock is inspected for quality and right specifications.

Recommendations

Since inventory management techniques do not normally lead to immediate efficiency of the Company for improved performance, the study recommends management in manufacturing companies to always forward planning, centralize the purchase and store function, carry out stock taking exercise periodically as if such factors are adopted together then performance and efficiency of the Company will be greatly influenced positively.

The study also recommends top management in most organizations to emphasis on the proper inventory management techniques and measuring of efficiency deviations to identify weaknesses in the process of managing inventories.

In addition, the study recommends managers in organizations especially those in developing countries like Uganda to always undertake forward production planning, this is because they will be able to know when the incoming sales orders can be scheduled for delivery and also takes into account current backlogs so that production and delivery schedules are realistic which will minimize inventory management costs.

In addition, inventories at Coca- Cola Namanve branch should be continuously checked with actual stocks held by independent officials, and inquires made into all reconciling differences. If this is done, theft challenge associated with inventory management will be minimized at the company premises.

Supplier's delivery date and time should be fixed for Firm suppliers. They should also be aware of the days and time during which they are expected to make deliveries and when facilities will be available to accept such deliveries. This will curb the system of suppliers delivering materials at will, reduce the burden of store officers and avoid unnecessary delays, stock out and costs.

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