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SUPPLY CHAIN MANAGEMENT PRACTICES AND ORGANIZATIONAL PERFORMANCE OF THIRD-PARTY LOGISTICS COMPANY IN KENYA: A CASE STUDY OF UFANISI LOGISTICS LIMITED

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Abstract: **This study addresses the declining performance of Ufanisi Logistics Limited, a 3PL provider in Kenya, by examining how technology adoption, supplier relationships, transportation management, and procurement policy influence organizational effectiveness. Anchored in Institutional theory, the research employed a descriptive design with a census of 156 employees, using structured questionnaires for data collection and analysis from September 2023 to July 2024. Findings indicate that technology adoption significantly enhances organizational success, while strong supplier relationships, effective transportation management, and robust procurement policies are crucial for overall effectiveness. The study concludes that Ufanisi Logistics Limited can improve performance by prioritizing investments in advanced technology and refining its supplier, transportation, and procurement strategies. Strategic technology investments are recommended to maximize efficiency, improve customer service, and address performance decline.**

Keywords: **Organizational performance, Procurement policy, Supplier relationships management, Technology Adoption, Transportation management.**

1. INTRODUCTION

Supply chain management practices are essential for enhancing organizational performance in the global logistics sector, promoting efficiency, responsiveness, and cost-effectiveness (Chopra & Meindl, 2021). Through effective coordination of supply chain activities, companies can source materials from various international suppliers, reducing lead times and improving resilience. Optimized production processes, supported by strategic inventory management, further minimize resource wastage, contributing to streamlined global operations.

In African countries, supply chain management plays a crucial role in overcoming logistical challenges and improving organizational performance. Robust procurement practices help companies navigate complex supply chains, ensuring timely access to raw materials despite infrastructural limitations and trade barriers (Magazzino, Alola & Schneider, 2021). Streamlined production processes, combined with optimized inventory control, allow businesses to respond to fluctuating market demands, reduce costs, and enhance operational efficiency (Sehnem et al., 2019). Strategic partnerships with local suppliers and logistics providers also strengthen supply chains, enabling better last-mile delivery and cross-border logistics.

In Kenya, supply chain management is vital to the country's growing trade and economy, with companies like Signon Group and Kenya Airways Cargo exemplifying strong practices that boost organizational performance (Bor, 2021). These companies offer comprehensive logistics solutions, including freight forwarding, warehousing, and transportation services across industries such as manufacturing and retail. By utilizing innovative supply chain strategies, they overcome challenges like poor infrastructure and port congestion, ultimately enhancing resource utilization, customer satisfaction, and operational efficiency..

Supply Chain Management Practices

Technology adoption (TA) is crucial for 3PL providers, significantly enhancing operational efficiency and overall performance. A key TA tool is the Transportation Management System (TMS), which streamlines the planning, execution, and optimization of goods movement. TMS provides real-time cargo visibility, improved route planning, and automated freight billing, thereby accelerating delivery, reducing transportation costs, and boosting customer satisfaction (Premkumar, Gopinath & Mateen, 2021). This technology is instrumental in refining transportation operations and enhancing business efficiency.

Strong supplier relationships are essential for 3PL providers, impacting their ability to secure necessary goods and services and improving organizational performance. Effective supplier management involves clear communication, trust, and collaboration to meet shared goals. By fostering close ties with reliable suppliers, 3PL providers gain access to quality resources and market insights, driving efficiency, reducing costs, and enhancing service delivery. Strategic collaboration also facilitates innovation and process improvements, further enhancing operational effectiveness (Siekerman, 2021; Baidoo-Baiden, 2022).

Transportation management and procurement policies play pivotal roles in 3PL operations. Effective transportation management through advanced TMS optimizes route planning and shipment tracking, ensuring timely and cost-effective delivery, thereby improving overall performance and customer satisfaction (Kmiecik, 2022; Muhalia, Ngugi & Moronge, 2021). Similarly, a well-defined procurement policy manages sourcing and purchasing, fostering transparency, accountability, and efficient resource allocation. This strategic approach to procurement helps in negotiating better terms, reducing costs, and enhancing supplier relationships, thereby boosting overall organizational performance (Givens, 2021; Shi, Waseem & Shahid, 2020).

Profile of Ufanisi Logistics Limited, Kenya

Ufanisi Logistics Limited, established in 2005, is a leading logistics company in Kenya renowned for its excellence in supply chain management (Jepherson, Ngugi & Moronge, 2021). Known for its trained workforce and extensive network of partners, the company offers tailored, cost-effective solutions to meet diverse client needs (Muriithi & Kariuki, 2022). Ufanisi Logistics distinguishes itself through exceptional customer service, focusing on understanding and exceeding clients' unique requirements. Its proactive communication and customer-centric approach have earned it a reputation for reliability, responsiveness, and integrity (Alukonya, 2021).

In addition to its strong customer service, Ufanisi Logistics is noted for its investment in technology and innovation. By utilizing advanced IT systems and logistics management technologies, the company tracks shipments in real-time, streamlines workflows, and provides clients with accurate, timely information (Alukonya, 2021). This commitment to technological advancement enhances organizational efficiency and performance, positioning Ufanisi Logistics as a dynamic, forward-thinking player in the logistics sector, adept at adapting to evolving market trends.

Statement of the Problem

The organizational performance is a critical indicator of its efficacy and efficiency in accomplishing its strategic goals and providing value to its stakeholders. It includes different characteristics like as financial health, organizational efficiency, customer satisfaction and market competitiveness (King'oo, Kimencu, & Kinyua, (2020). High organizational performance is associated with increased profitability, sustainable growth and enhanced competitiveness in the market. Moreover, organizational performance is closely linked to shareholder value, as investors seek companies with strong performance indicators that demonstrate their ability to generate returns and deliver long-term value (Girangwa, Rono & Mose, 2020).

The declining organizational performance of Ufanisi Logistics Limited, as evidenced by the diminishing market share and decreased net income, reflects underlying issues with its supply chain management practices. Jepherson, Ngugi, and

Moronge (2021) highlight the importance of strategic alignment and competitive edge, both of which are crucial elements in effective supply chain management. However, the observed downward trend in market share and net income suggests that Ufanisi Logistics is facing challenges in optimizing its supply chain processes to maintain competitiveness and meet customer demands. Muriithi and Kariuki (2022) further emphasize the significance of organizational performance in the logistics sector, indicating that Organizational inefficiencies is leading to diminished competitive edge and overall decline in performance at Ufanisi Logistics .

In the automotive sector, Goswami et al. (2020) looked at 3PL providers' freight performance; Mweresa et al. (2021) investigated how 3PL providers' services affected the performance of manufacturing companies in Nairobi City County. Nzuma and Ndeto (2023) examined the food and beverage companies' performance and logistical management strategies in Nairobi City County, Kenya. In spite of these research, there is still a great deal of uncertainty about the precise effects of supply chain management techniques on organizational performance in Kenya's logistics industry, particularly with a focused study on a company like Ufanisi Logistics Limited. Therefore, this study will be filling this gap by studying the exploring supply chain management practices and organizational performance on Ufanisi Logistics Limited.

Objectives of the Study

i. To determine the influence of technology adoption on the performance of 3PL providers in Kenya.

ii. To assess the effect of supplier relationships management on organizational performance 3PL providers in Kenya.

iii. To examine the effect of transportation management on organizational performance 3PL providers in Kenya.

iv. To assess the effect of procurement policy on organizational performance 3PL providers in Kenya.

2. LITERATURE REVIEW

Technology Adoption and Organizational Performance

Asthana and Dwivedi (2020) investigated to gauge the technology adoption performance of the 3PL industry in India, concentrating on the divergent viewpoints of suppliers and users. The researchers used a mixed-methods strategy to collect data from user and provider groups using surveys and interviews. The study reveals a critical knowledge gap in the need for more nuanced and comprehensive performance measurement frameworks that take into account the various expectations of different stakeholders, underscoring the significance of understanding diverse stakeholder perspectives in evaluating the technology adoption performance of the 3PL sector.

Using the Technology-Organization-Environment (TOE) framework, Al Hadwer et al. (2021) carried out a systematic review to determine organizational factors influencing the adoption of cloud-based technologies. The results show that the adoption of cloud-based technology is highly influenced by factors like competitive pressure, top management support and technological preparedness. In order to promote adoption, the report also emphasizes how critical it is to address security issues and guarantee data privacy.

Chege, Wang and Suntu (2020) evaluated how technology adoption advances affected the overall performance of businesses in Kenya's commercial environment. Using a quantitative research methodology, the researchers used surveys to gather data, which they then statistically examined. The results showed that technology adoption and firm performance were positively correlated, highlighting the contribution of technical breakthroughs to improved business outcomes. Highlighting the strategic significance of technology adoption in the Kenyan environment, the study adds insightful information to the body of literature. The study, while done in Kenya, only examined companies operating inside the country's business environment. As 3PL providers and organizational performance do not fall under this category, the study's conclusions cannot be generalized to the 3PL sector's future performance.

Antoni, Jie and Abareshi (2020) explored critical factors in information technology capability to enhance the performance of firms, focusing on Indonesian ICT sector.. Employing a case study methodology, the researchers gathered data through interviews and document analysis. The results emphasized how important it is to consider corporate culture, technology infrastructure and strategic alignment when determining how IT may be used for environmental sustainability. However, because this study was conducted outside of Kenya, it is impossible to predict with certainty that results pertaining to organizational performance of the 3PL within Kenyan culture will be comparable.

Supplier relationships management and Organizational Performance

Lee et al. (2022) examined how Malaysian manufacturing industry organizational performance was affected by digital supply chain strategies. The researchers used a quantitative research methodology, gathering data via surveys and used statistical methods for analysis. The findings revealed a favourable correlation between digital supply chain practices and organizational performance, emphasising technology's revolutionary role in increasing competitiveness and organizational efficiency. However, as Kenyan culture was not the focus of this study, there is no assurance that results pertaining to the performance of the 3PL in a Kenyan cultural setting will be comparable.

Gawankar, Gunasekaran and Kamble (2020) investigate how organizational performance and performance metrics are affected by investments in big data-driven supply chains within the framework of Indian retail. The authors used a mixed-methods approach to gather data from stakeholders in the retail business using surveys and interviews. To examine the data, the methods utilized structural equation modeling and exploratory factor analysis. The results show that big data investments improve forecasting, inventory management and decision-making accuracy to a large degree, hence enhancing supply chain performance.

Saragih et al. (2020) aimed to unravel the intricate relationships among these variables to gain insights into their collective impact on organizational outcomes. The researchers used a mixed-methods strategy, gathering data via interviews and surveys in addition to statistical analysis. The findings revealed that supply chain protocols, organizational capacity and overall quality management all contribute considerably to firm performance. However, as Kenyan culture was not the focus of this study, there is no assurance that results pertaining to the organizational performance of the 3PL in a Kenyan cultural setting will be comparable.

Jepherson et al. (2022) explored the dynamics of productive supplier relationships in a competitive market context. The methodology employed in this study is not explicitly mentioned. The findings underscored the importance of trust, communication and collaboration in fostering productive supplier relationships, which positively impact Organizational performance. There is no assurance that comparable results will be found if the 3PL performs in a Kenyan cultural environment, though, as this study was not conducted in that country.

Mwangale and Okello (2020) investigated how supply chain management techniques affected the county government of Bungoma, Kenya's procurement performance. The researchers used a mixed-methods strategy to collect data, first doing interviews and surveys and then doing statistical analysis. The findings revealed a positive association between procurement performance and supply chain management approaches. The study, while done in Kenya, focused on the county government of Bungoma. Since third-party logistics providers and organization performance do not fall under this category, it is not possible to extend the study's conclusions to the 3PL sector's organizational performance in the future.

Transportation Management and Organizational Performance

Ngesa and Namusonge (2023) investigate the effect of transportation management on the performance of logistics firms in Nairobi County, Kenya. The researchers employed a survey-based quantitative research design to collect data from logistics enterprises in Nairobi. The methodology involved a statistical analysis of survey data to identify key performance drivers. The findings show that effective transportation management strategies including route optimization, fleet management and real-time tracking greatly increase operational efficiency and financial performance.

Muhalia et al. (2021) investigate the impact of Transportation Management Systems (TMS) on the supply chain performance of Fast Moving Consumer Goods (FMCG) in Kenya. Methodologically, the study used a quantitative survey approach to collect data from Kenyan FMCG companies, followed by statistical analysis to assess the association between TMS adoption and supply chain performance metrics. The findings show a substantial positive relationship between TMS adoption and improvements in supply chain performance. Companies that have used TMS report considerable improvements in delivery times, order accuracy and inventory management efficiency. However, the study shows a knowledge vacuum about the specific issues and limitations faced by FMCG companies in Kenya while using TMS solutions, indicating the necessity for future research in this area.

Flink and Chen (2021) investigate the correlation between management capacity, budgetary resources, and organizational effectiveness in state transportation agencies. The authors used a mixed-methods approach, combining quantitative data from financial reports and performance measurements with qualitative data from interviews with agency personnel. The methodology comprised a thorough data analysis to determine correlations and causal linkages among the variables. The findings show that increased management capacity and financial resources are highly associated with enhanced organizational performance, as measured by project completion rates, cost efficiency and customer satisfaction.

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Procurement Policy and Organizational Performance

Panga and Mahuwi (2020) carried out a study on best practices for procurement and how they affect Tanzanian public institutions' performance, with a particular emphasis on higher education institutions' experiences. The researchers employed a mixed-methods strategy to gather data, which included document analysis, interviews and questionnaires. The results showed that higher education institutions in Tanzania saw improved performance when they used best practices for procurement. However, as this study was conducted outside of Kenya, it is impossible to predict with certainty that results would be the same if 3PL organizations performed in a Kenyan cultural setting.

Gichuhi and Waruguru (2020) assess the impact of electronic tendering on the efficiency and effectiveness of procurement processes in a specific Organizational context. Employing a quantitative research design, the researchers collected data through surveys and analyzed it using statistical methods. The findings of the study indicate that the adoption of e-tendering significantly improves procurement performance. Key benefits highlighted include reduced procurement cycle times, lower transaction costs, enhanced transparency and increased competitiveness among suppliers. However, a knowledge gap remains in understanding the elements impacting the effective implementation of e-tendering processes, underlining the need for more study to uncover crucial success factors and potential difficulties.

Hallikas, Immonen, and Brax (2021) investigate the impact of data analytics on supply chain performance through the digitalization of procurement processes. After doing a thorough assessment of the literature, the researchers looked at a number of case studies of businesses that have integrated data analytics into their procurement procedures. The findings demonstrate that data analytics significantly enhances supply chain visibility, forecasting accuracy and decision-making speed, leading to improved operational efficiency and cost savings.

Quyen (2020) examined the association between green buying methods and Organizational performance in Vietnam's manufacturing industry. Through the use of surveys and a quantitative research methodology, the researcher gathered data. The findings demonstrated that using green purchasing strategies greatly improved organizational performance in the Vietnamese manufacturing sector. There is no assurance that the results of this study, which was not carried out in a Kenyan cultural setting, will apply to the organizational performance of the 3PL in a Kenyan cultural setting.

Organizational Performance

In contemporary business literature, the evaluation of organizational performance encompasses multifaceted dimensions beyond competitive edge. Scholars emphasize various key indicators that shape organizational effectiveness and competitiveness, such as financial metrics, operational efficiencies, innovation capabilities, customer satisfaction levels, and employee productivity (Anwar & Abdullah, 2021). These metrics collectively contribute to understanding how organizations optimize their resources and strategies to achieve superior performance in dynamic and competitive business environments. Moreover, the concept of competitive advantage remains central, highlighting an organization's ability not only to surpass industry rivals but also to sustain that advantage over time through strategies like cost leadership, differentiation, innovation and strategic alliances.

Conceptual Framework:

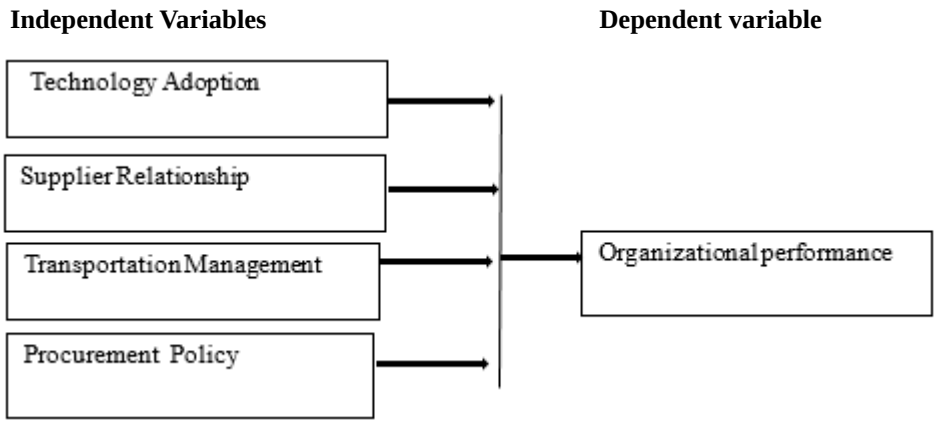

Figure 1: Conceptual Framework

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3. RESEARCH DESIGN AND METHODOLOGY

The study utilized a descriptive research design and quantitative methods to examine organizational performance at Ufanisi Logistics Limited. Descriptive research, according to Mishra and Alok (2022), is concerned with addressing the "what, where, and how" of a phenomenon. The descriptive survey was applied to collect, summarize, and evaluate data for preliminary investigation. The target population consisted of all 156 employees from various departments in Nairobi and Mombasa. A census approach was adopted instead of sampling, as suggested by Wynn and Borrie (2020), to capture data from the entire population, minimizing sampling bias and ensuring comprehensive coverage.

A structured, close-ended questionnaire was the primary instrument for data collection, recognized for being efficient and anonymous (Pandey & Pandey, 2021).

For data collection, a drop-and-pick method was employed at Ufanisi Logistics' Nairobi and Mombasa offices. Descriptive analysis was performed using SPSS version 20, and data accuracy was verified through validation procedures. A regression analysis was conducted to determine the relationship between organizational performance and independent variables such as technology adoption, supplier relationships, transportation management, and procurement policy. The regression model used is as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_4 X_4 + \varepsilon$$

Where:

Y = Organizational Performance

β_0 =Constant (coefficient of intercept)

X_1 = Technology Adoption

X_2 = Supplier relationships

X_3= Transportation management

X_4 = Procurement policy

$\beta_1, \beta_2, \beta_3, \beta_4$,: Regression coefficients, and,

$\varepsilon$is the error term.

4. RESEARCH FINDINGS

Ufanisi Logistics Limited's offices in Nairobi and Mombasa achieved a strong response rate, with 138 of 156 questionnaires returned (88.5%), indicating high employee engagement. This boosts the reliability of the survey data. The 18 unreturned questionnaires (11.5%) reflect a small non-response rate, relevant for understanding the data collection process.

Technology Adoption on Organizational Performance

Table 10 offers a thorough summary of opinions on the use of technology and how it affects the functioning of organizations. The respondents' overall opinions are reflected in the statements, mean ratings, and standard deviations.

Table 1: Technology Adoption

Statements on Technology Adoption	Mean	Std. Deviation
Technology adoption enhances system efficiency in 3PL operations, leading to improved organizational performance.	4.09	1.370
Technology adoption improves data security in 3PL processes, thereby enhancing organizational performance.	4.12	.892
Technology adoption drives innovation within 3PL services, positively impacting organizational performance.	4.09	1.270
Technology adoption contributes to cost-effectiveness in 3PL management, leading to better organizational performance.	4.15	1.261
Technology adoption enhances the integration capability of 3PL systems, thereby improving organizational performance.	4.07	1.436

The study on technology adoption in 3PL operations reveals its substantial benefits. With a mean score of 4.09, technology integration significantly improves system efficiency. Scoring 4.12, it enhances data security, crucial for operational integrity. Technology adoption also fosters innovation (mean 4.09) and contributes to cost-effectiveness (mean 4.15), essential for sustainable performance. Additionally, a mean of 4.07 indicates that technology enhances the integration capability of 3PL systems. This finding was found to be in line with the study of Asthana and Dwivedi (2020) underscores the importance of understanding diverse stakeholder perspectives in evaluating the technology adoption performance of the 3PL sector, revealing a critical knowledge gap in the need for more nuanced and comprehensive performance measurement frameworks that account for the varying expectations of different stakeholders.

Supplier Relationships on Organizational Performance

Table 11 provides information on how suppliers are perceived and how it affects the success of the company. The statements, average ratings, and standard deviations represent the respondents' overall opinions.

Table 2: Supplier Relationships

Statements on Supplier Relationships	Mean	Std. Deviation
Strong supplier relationships enhance timely deliveries through 3PL providers, improving Organizational performance.	4.12	1.033
Strong supplier relationships ensure consistent quality through 3PL providers, positively impacting Organizational performance.	4.12	.892
Effective supplier relationships strengthen collaboration with 3PL providers, leading to enhanced Organizational performance.	4.10	.786
Supplier relationships contribute to better contract compliance by 3PL providers, improving Organizational performance.	4.12	1.409
Supplier relationships improve integration capability with 3PL providers for enhanced Organizational performance and efficiency.	4.09	1.370

The analysis of supplier relationships in 3PL operations highlights their critical role in enhancing organizational performance. With a mean score of 4.12, strong supplier relationships are crucial for ensuring timely deliveries and consistent quality through 3PL providers. Additionally, a mean of 4.10 underscores their importance in fostering collaboration and synergistic partnerships. The mean of 4.12 also reflects their role in improving contract compliance and operational efficiency. Lastly, with a mean of 4.09, effective supplier relationships are seen as vital for enhancing integration capabilities with 3PL providers. These findings emphasize the essential role of robust supplier relationships in optimizing 3PL operations and overall effectiveness. This finding was found to be in line with the study of Jepherson et al. (2022) findings that underscored the importance of trust, communication, and collaboration in fostering productive supplier relationships, which positively impact Organizational performance.

Transportation management on Organizational Performance

Table 12 explores the topic of transportation management and how it affects the performance of organizations. The statements, average ratings, and standard deviations represent the respondents' overall opinions.

Table 3: Transportation management

Statements on Transportation management	Mean	Std. Deviation
Transportation management ensures planned routes maximize delivery efficiency leading to improved organizational performance.	4.15	1.261
Transportation management dynamically adjusts schedules based on real-time factors like traffic and order urgency leading to improved organizational performance.	4.10	.786
Transportation management reduces costs through efficient route planning and resource allocation leading to improved organizational performance.	4.12	.892
Transportation management enables proactive decision-making with timely updates on shipment status leading to improved organizational performance.	4.12	1.409
Transportation management monitors vehicle performance and utilization for optimal fleet operation leading to improved organizational performance.	4.01	1.032

The analysis of transportation management reveals its crucial impact on organizational performance. With a mean score of 4.15, it highlights the importance of planned routes in maximizing delivery efficiency. A mean of 4.10 underscores the role of dynamic schedule adjustments based on real-time factors. Additionally, a mean of 4.12 emphasizes cost reduction through efficient route planning and resource allocation. The mean of 4.12 also reflects the value of proactive decision-making through timely shipment updates. Finally, a mean of 4.01 shows the significance of monitoring vehicle performance for optimal fleet operation. These findings underscore transportation management's vital role in enhancing logistics operations and overall success. This finding was found to be in line with the study of Hassan et al. (2023) that noted top management support and organizational readiness significantly mediate the relationship between technological factors, organizational factors and 3PL providers' intention to provide cold transportation services.

Procurement Policy on Organizational Performance

Table 13 explores how procurement policies affect the performance of organizations. The statements, average ratings, and standard deviations represent the respondents' overall opinions.

Table 4: Procurement Policy

Statement on Procurement Policy	Mean	Std. Deviation
Procurement policy optimizes processes with 3PL providers, enhancing performance.	4.15	1.261
The policy enables strategic sourcing with 3PLs, boosting performance.	4.09	1.370
The policy ensures effective vendor evaluation via 3PLs, aiding performance.	4.12	1.409
The policy supports risk mitigation with 3PLs, securing performance.	4.12	.892
The policy promotes compliance adherence through 3PLs, enhancing performance.	4.10	.786

The analysis highlights the critical role of procurement policy in enhancing organizational performance. With mean scores ranging from 4.09 to 4.15, the policy significantly improves processes with 3PL providers, enabling strategic sourcing, effective vendor evaluation, and risk mitigation. Its impact is evident in optimizing 3PL relationships and driving performance. The policy also fosters partnerships with reliable suppliers and supports compliance adherence, crucial for maintaining regulatory standards. This finding was found to be in line with the study of Sayyed, Hatamleh and Alaya (2023) that found out that in developing nations, both innovation levels and total proposal performance were positively correlated with efficient procurement management.

Organizational Performance

Table 14 offers information about how the perceived performance of the organization is seen. The assertions. The respondents' overall opinions are reflected in the statements, mean ratings, and standard deviations.

Table 5: Organizational Performance

Statement on Organizational Performance	Mean	Std. Deviation
organization struggles to maintain satisfactory levels of productivity and output.	4.12	1.033
There are frequent instances where our organization fails to achieve its targets.	4.15	1.261
Our organization effectively retains talented employees	4.09	1.370
The achievement of targets in our organization is a priority and is regularly monitored.	4.01	1.032
The employee turnover rate in our organization is satisfactorily low	4.12	.892

The assessment reveals both strengths and challenges in organizational performance. A mean score of 4.12 highlights concerns about maintaining productivity and achieving targets, while a mean of 4.15 underscores frequent target failures. Conversely, a mean score of 4.09 indicates effective talent retention, and a score of 4.12 shows low employee turnover. However, with a mean of 4.01, there is room for improvement in consistently monitoring and meeting targets. These insights reveal that while the organization excels in retaining talent and maintaining low turnover, it faces significant

challenges in productivity and target achievement.These findings collectively underscore the multifaceted nature of organizational performance, highlighting both areas of success and areas that require strategic focus and improvement. This finding was in line with that of Nandasinghe, (2020) who argued that cohesiveness across various facets of the organization enhances organizational efficiency and facilitates the realization of strategic objectives, making it imperative for organizations striving to navigate complexity while maintaining a clear trajectory toward success

Model Summary

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.949[a]	.900	.897	.24210

The model explains 90% of the variance in organizational performance, with an R-squared value of 0.900 (Adjusted R-Square = 0.897), indicating a strong correlation between success and factors like supplier relationships, technological adoption, procurement policy, and transportation management (Ufanisi Logistics Limited). However, 10% of the variance is attributed to unexplored factors, suggesting other influences on performance that were not covered in this analysis (Ufanisi Logistics Limited). These unidentified elements could also impact the company's success.

ANOVA

The ANOVA table 7 provides valuable insights into the overall significance of the regression model in predicting Organizational performance.

Table 7: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	70.304	4	17.576	299.863	.000[b]
	Residual	7.796	133	.059		
	Total	78.100	137			

The ANOVA table 7 provides valuable insights into the overall significance of the regression model in predicting organizational performance. An F-test was used with a significance level of $\alpha = 0.05$ to evaluate the dependent variable's significance. With a degree of freedom in the numerator (df=K-1), K-1 = 4-1 = 3, and a denominator (df=n-k), 137-4 = 133 is 3.03 and 299.863>3.03, the F test statistic is =0.05.

As a result, he F-statistic ($F = 299.863$) is highly significant ($p < 0.001$), the regression model is clearly significant. Therefore, this suggests that the included (procurement policy, transportation management, technology adoption and supplier relationships) play significant roles in influencing Organizational Performance(Ufanisi Logistics Limited).

Coefficients of Regression

Table 8 presents the regression study findings, showing the correlation between procurement policy, transportation management, supplier relationships, and technology adoption with organizational performance.

Table 8: Coefficients of regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.348	.118		2.947	.004
Technology Adoption	.555	.062	.698	8.960	.000
Supplier Relationships	.867	.094	.878	9.223	.000
Transportation management	.292	.088	.293	3.321	.001
Procurement Policy	.798	.094	.913	8.463	.000

$y = .348 + .555x1 + .867x2 + .292x3 + .798x4 + \varepsilon$

The following noteworthy results are obtained from the examination of the coefficients:

The value of the predicted result variable when all predictor variables are zero is represented by the intercept (constant), which is now at 0.348.

The findings reveal significant positive relationships between Organizational Performance and each of the independent variables: Technology Adoption ($\beta = 0.698$, $p < 0.001$), Supplier Relationships ($\beta = 0.878$, $p < 0.001$), Transportation Management ($\beta = 0.293$, $p = 0.001$), and Procurement Policy ($\beta = 0.913$, $p < 0.001$). These results suggest that improvements in technology adoption, supplier relationships, transportation management and procurement policy positively impact organizational performance, highlighting the importance of these factors in enhancing overall organizational effectiveness.

5. SUMMARY OF THE FINDINGS

The study concludes that technology adoption, supplier relationships, transportation management, and procurement policy are pivotal to Ufanisi Logistics Limited's success. Technology enhances system efficiency, data security, innovation, and cost-effectiveness, driving sustainable performance. Strong supplier relationships ensure timely deliveries, quality, collaboration, and contract compliance, boosting organizational outcomes. Effective transportation management optimizes routes, reduces costs, and improves decision-making, while procurement policies foster strategic sourcing, risk mitigation, and regulatory compliance. Together, these elements enhance organizational performance and position Ufanisi Logistics for continued success in the competitive logistics industry.

6. RECOMMENDATION OF THE STUDY

The study recommends Ufanisi Logistics Limited prioritize investments in advanced technologies like IoT, blockchain, and AI to optimize operations, improve customer service, and enhance cybersecurity. Strengthening supplier relationships through communication, trust, and partnerships is key to improving efficiency and innovation. Investing in transportation management systems with predictive analytics and staff training will streamline delivery processes. Additionally, robust procurement policies, supported by technology and regular audits, will enhance transparency and decision-making. These strategies will ensure Ufanisi Logistics remains competitive and responsive to industry trends, driving long-term success.

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