



**Effects of Strategic Sourcing Practices on the
Performance of Save the Children International
Ethiopia**

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Samrawit Girma's thesis, "*Effects of Strategic Sourcing Practices on the Performance of Save the Children International Ethiopia*," is certified as a valid Master of Arts in Logistics and Supply Chain Management degree, meeting accepted standards for novelty and eminence.

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Declaration

I declare that this thesis is an original report of my research, has been written by me and has not been submitted for any previous degree.

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Abstract

Title: Effects of Strategic Sourcing Practices on Organizational Performance (In the Save the Children International Ethiopia)

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The aim of the investigation is to evaluate how organizational performance in SC Ethiopia is affected by strategic sourcing. Effective procurement strategies, enduring supplier connections, supplier growth, and communication are employed as study methodologies. Using primary and secondary data from a census survey, there was use of a explanatory research methodology. The study discovered a moderate to high degree of positive correlation between organizational performance and strategic sourcing. The strategic sourcing components of supplier development, effective procurement strategy, and communication significantly enhanced organizational performance compared to long-term supplier partnerships. The data were analyzed using explanatory statistics in the study, with an emphasis on frequency, percentages, mean, and standard deviation.

The findings suggest that strategic sourcing can be a valuable tool for improving organizational performance in SC Ethiopia.

According to the study's findings, Save the Children Ethiopia has significant weaknesses when it comes to communication, long-term supplier relationships, an efficient procurement plan, and supplier development. Finally, in order to reduce uncertainty, the study suggested that SCE reevaluate its long-term supplier relationship, supplier development, and ongoing information exchange.

Table of content

Declaration	ii
Abstract.....	iii
Table of content.....	ivv
Acronyms	v
Chapter One: Introduction	1
1.1 Background of the study.....	1
1.2 Statement of the problem.....	3
1.3 Research Objectives	4
1.3.1 General Objective	4
1.3.2 Specific objectives	4
1.4 Hypotheses of the Study.....	5
1.5 Significance of the Study.....	5
1.6 Scope of the Study	6
1.7 Limitation of the Study.....	6
1.8 Definition of Concepts and Terms	6
1.9 Organization of the Study.....	7
Chapter Two: Literature Review	8
2.1 Review of Theoretical Literature	8
2.1.1 The Concepts and theories of humanitarian Supply Chain Management	8
2.1.2 The Concepts and theories of humanitarian organizational performances ...	9
2.1.3 The Concept, theories, and dimensions of strategic sourcing	10
2.2 Review of Empirical Literature	15
2.2.1 Humanitarian Supply Chain Management practices	15
2.2.2 Humanitarian Organizational performances	16

2.2.3 Measurements of Humanitarian Supply Chain Management Practices.....	23
2.2.4 Measurements of Humanitarian Organization Performances	24
2.3 Summary of Gaps in the Empirical Studies.....	24
2.4 Conceptual framework	26
Chapter Three: Research Methodology.....	27
3.1 Introduction.....	27
3.2 Research Approach	27
3.3 Research Design.....	28
3.4 Population and Sampling.....	29
3.5 Data Collection	30
3.6 Data Analysis	30
3.7 Scale Validity and Reliability	31
3.8 Ethical Consideration	31
Chapter Four: Results and Discussion.....	32
4.1 Introduction.....	32
4.2 Response Rate.....	32
4.3 Demographic Profile	32
4.4 Reliability Tests of the Variables.....	35
4.5 Explanatory Analysis	36
4.5.1 Supplier Development	37
4.5.2 Long-term supplier relationships.....	40
4.5.3 Effective procurement plan	43
4.5.4 Communication	46
4.5.5 Organizational Performance.....	48
4.6 Regression Analysis	51
4.6.1 Autocorrelation.....	Error! Bookmark not defined.
4.6.2 Test of Assumptions	51

4.6.3 Statistical Significance Analysis of the Regression Coefficients to test the Hypotheses	54
4.6.4 Hypothesis Testing	58
Chapter Five: Summary, Conclusion, and Recommendations	60
5.1 Introduction.....	60
5.2 Summary.....	60
5.3 Conclusion	62
5.4 Recommendations	63
5.5 Suggestion for further study	64
Reference	64
Annexes	71

List of Figures

Figure 2-1	Conceptual Model
Figure 4-1	Scatter Plot

List of Tables

Table 4- 1 Response Rate	32
Table 4- 2 Respondents Years of Service	33
Table 4-3 Educational level of respondents	33
Table 4- 4 Working Position of respondents	34
Table 4-5 Reliability Test Result	35
Table 4- 6 Respondents response regarding to Supplier Development	37
Table 4- 7 Respondents response regarding to long-term supplier relationships	41
Table 4- 8 Table 4 Respondents response regarding to effective procurement plan	43
Table 4- 9 Respondents response regarding to communication	46
Table 4- 10 Respondents response regarding to organizational Performance	48
Table 4- 11 Correlation analysis result	Error! Bookmark not defined.
Table 4- 12 Correlation analysis result	Error! Bookmark not defined.
Table 4- 13 Multicollinearity Test	52
Table 4- 14 Skewness and Kurtosis test	52
Table 4- 15 Residual Statistics ^a	54
Table 4- 16 Variation of Variable	55
Table 4- 18 Regression Coefficients ^a Result	56
Table 4- 19 Hypothesis Result	60

Acronyms

HO	Humanitarian organization
LT	Theory of Legitimacy
NGO	Non-governmental organization
RBT	Resource Based Theory
ROI	Return on investment
SC	Supply chain
SCE	Save the Children Ethiopia
SCI	Save the Children International
SPSS	Statistical Package for Social Sciences

Chapter One: Introduction

1.1 Background of the study

Strategic sourcing is a continuous evaluation of procurement processes to optimize value for an organization. It is a crucial component of supply chain management, involving purchasing budget analysis, supply market topography, supplier negotiations, and regular supply transaction audits. As the global commercial sector becomes increasingly competitive, businesses face more obstacles in adapting to complex and unstable domains. To demonstrate effective sourcing and gain control over production networks, some companies are upgrading their procurement skills to demonstrate their ability to remain flexible and adaptable (Joakim Mathu Munanu, 2017)

Humanitarian supply chains operate in a complex global context, involving partners from diverse national and cultural backgrounds, similar to business-related supply chains (Kovács and Spens 2007). Procurement and sourcing are crucial for a company's profitability and long-term competitive advantage (Mena, C. 2014).

Strategic sourcing is a strategic approach that guides a company's sourcing operations towards long-term operational and performance goals, involving a comprehensive strategy for supplier discovery, analysis, selection, acquisition, and relationship maintenance. As Crook, T. R., & Combs, J. G., (2007) Strategic sourcing can effectively combine a company's core competencies with its suppliers' knowledge and talents, enabling it to influence its core competencies and outsource other duties, thereby enhancing competitiveness and requiring wise sourcing decisions.

Gerd (2005) Strategic sourcing is a procurement process that regularly strengthens and reassesses a company's purchasing operations, often employed in supply chain management for manufacturing. It also applies to non-traditional industries, such as services or capital.

Strategic sourcing uses a structured, market-based procedure for data collection, quantitative analysis, and expert qualitative judgments to maximize value in purchasing. Each sourcing initiative is unique, with cost savings being the main goal. A total cost of ownership (TCO) approach is applied, accounting for costs beyond the initial purchase and over the ownership period. Savings are achieved by leveraging the state's buying power and finding the best ways to use items and services according to Eltantawy, Giunipero, and Handfield (2014). Whereas strategic sourcing places more emphasis on total cost of ownership, conventional purchasing places more emphasis on purchase price.

While strategic sourcing is cooperative and maintains continuing interactions among buyers and suppliers, traditional purchasing is transactional. Sourcing is crucial for humanitarian organizations, as poor handling can hinder objectives, hinder donations, and negatively impact Save the Children's standing. Three main facets of a company's operations are related to organizational success. to Richard et al. (2009): A global charity organization called Save the Children works to enhance children's access to economic opportunities, education, and health. It works without any political, religious, or government links and mobilizes swift help during extreme calamities. A collaboration of 29 member groups is called Save the Children. The national office in Ethiopia, one of the largest program countries, employs around 1,300 people in 22 offices across eight of Ethiopia's eleven regions. In 2021, the organization indirectly impacted 7,405,182 individuals and 12,911,688 persons. The Ethiopian Humanitarian Response Plan for 2022 reveals that approximately 23.6 million people will require humanitarian support totalling \$3.09 billion, primarily due to the socioeconomic impacts of the COVID-19 epidemic, extended relocation, military conflicts, drought, and desert locust infestation (2021 Annual Report).

The study's objective was to assess the impact of strategic sourcing tactics on Save the Children Ethiopia.

1.2 Statement of the problem

Beyond just securing the best price for a particular product, the strategic sourcing process has developed into an essential instrument for decision-making that has a substantial influence on an organization's overall business strategy (Gelderman et al., 2015).

As Charles et al (2016) Humanitarian groups must swiftly respond to disasters, providing essential necessities like accommodation and food, to alleviate suffering and increase donor trust and commitment, as contributors are becoming more cautious (Scholten et al., 2010). Sourcing and procurement play a decisive protagonist in influencing the bottom line of commercial operations and establishing a long-lasting competitive advantage (Mena et al. 2014). Humanitarian agencies face increased scrutiny to monitor aid effectiveness and overall operations management and must demonstrate to funders that they are truly helping those in need, who contribute millions of dollars in goods and assistance. (Wassenhove V., 2006). The supply chain (SC) requires skilled workers for efficient operations, making it crucial to ensure swift response. (Tomasini et al., 2009). While corporations need more than inventory locations and delivery dates to manage their supply chain effectively—considering elements like order fulfilment and cash-to-cash cycle time—humanitarian organizations need tools to spot supply chain patterns (Oloruntoba and Gray, 2005). Strategic sourcing can save organizations ten to twenty times as much money on operating their sourcing procedures and reducing sourcing expenditures by 10% requires less work than growing an equivalent sales indicator. Save the Children Ethiopia (SCE), a non-profit organization, aims to improve children's wellbeing by

providing essential services. SCE provided essential services to 1.2 million people during the drought of 2015–2016. To do this, SCE needs strong supplier development initiatives, long-term partnerships, efficient procurement planning, and communication plans. This thesis aims to investigate how these elements affect SCE's organizational performance and provide evidence-based insights and workable solutions. By improving long-term partnerships, efficient procurement planning, communication strategies, supplier development programs, and strategic sourcing procedures, SCE can improve its overall effectiveness.

As an organization reliant on a vast network of suppliers and stakeholders, the effectiveness of its strategic sourcing practices, supplier development initiatives, long-term relationships, effective procurement planning, and communication strategies plays a pivotal role in achieving its mission. However, a thorough investigation into the extent of the impact of these factors on the overall organizational performance of SCE is lacking. The supply chain efficiency report shows that the expected annual strategic sourcing amount for Ethiopia was 18,271,946.00 USD but the actual was only 122,211.00 USD. (Internal data, 2023).

1.3 Research Objectives

1.3.1 General Objective

The primary aim of this study is to examine how strategic sourcing practices impact the performance of humanitarian organizations, with a focus on Save the Children Ethiopia as a case study.

1.3.2 Specific objectives

The study is conducted to achieve the following specific objectives:

- Investigating the impact of Supplier Development on the performance of Save the Children Ethiopia.

- Exploring the influence of long-term relationships with suppliers on the performance of Save the Children Ethiopia.
- Examining the effect of an Effective procurement plan on the performance of Save the Children Ethiopia.
- Assessing the role of communication in shaping the performance of Save the Children Ethiopia.

1.4 Hypotheses of the Study

Thus, by looking at the following four assumptions, this proposal explores how strategic sourcing techniques affect the performance of humanitarian organizations, like in the example of Save the Children Ethiopia.

Hypothesis 1: Within the context of Save the Children Ethiopia, it is hypothesized that supplier development significantly impacts organizational performance.

Hypothesis 2: The performance of Save the Children Ethiopia is expected to be significantly influenced by the establishment of long-term relationships with suppliers.

Hypothesis 3: It is hypothesized that the effectiveness of procurement strategies within Save the Children Ethiopia significantly contributes to organizational performance.

Hypothesis 4: Within the operational framework of Save the Children Ethiopia, it is hypothesized that effective communication practices have a significant positive impact on organizational performance.

1.5 Significance of the Study

Strategic sourcing can save organizations ten to twenty times as much money on running their sourcing processes, as it takes less effort to cut sourcing costs by 10% than to increase a comparable sales metric. Save the Children Ethiopia (SCE) is a humanitarian organization that provides life-saving treatments to underprivileged children during droughts. On the other hand, it is unclear how successful supplier

development programs, long-term alliances, procurement strategies, and communication techniques will be. This thesis aims to investigate the collective effects of supplier growth, long-term relationships, efficient procurement planning, communication, and strategic sourcing strategies on SCE's organizational performance. The results will identify areas for improvement and offer suggestions for improving SCE's overall effectiveness.

The study's findings helped SCE strengthen its procurement practices, cultivate long-lasting relationships with suppliers, distribute resources optimally, lower potential risks, and increase organizational efficacy in achieving its goal of protecting Ethiopian children's welfare.

1.6 Scope of the Study

The study focuses on the supply chain performance of the SC Ethiopia program, excluding other national offices. It examines strategic sourcing and its four major pillars: communication, effective procurement strategy, long-term supplier relationships, and supplier development. The study does not investigate other factors affecting strategic sourcing methods or other elements of the identified problematic.

1.7 Limitation of the Study

Owing to the research, time and resource limits may have had an impact on the findings of the investigation. Additionally, confidentiality issues regarding data also be another hindrance in conducting the research.

1.8 Definition of Concepts and Terms

Sourcing: The process involves conducting market research for potential input sources, ensuring sustainability of current sources, seeking substitutes, and maintaining current data (Vollman, Berry, and Whybark, 2004).

Strategic sourcing: is the methodical process of organizing, carrying out, managing, and evaluating important acquisitions in order to succeed a company's goals, as stated by Carr and Smeltzer (2000) and Carr and Pearson (2002).

Humanitarian Organizations: Humanitarianism, a humanitarian effort, not only provides immediate necessities like food, water, medical supplies, and shelter but also requires funding for long-term development goals (Alan Bryman and Emma Bell 2015)

Humanitarian Organizational performance: vital to the accomplishment of humanitarian operations' objectives, which include rescuing lives, reducing suffering, and generating funds for financial assistance (Salvadó et al., 2017).

Supplier Development: Joint venture between buying firm and suppliers aims to enhance performance, capacity, and development while promoting mutual benefit.

In buyer-supplier relationships, the tendency for a business and its suppliers to stay connected for a relatively longer period of time is referred to as a long-term supplier relationship. Information exchanged quickly, thoroughly, and privately between a company and its supply chain partners is referred to as communication.

Effective procurement plan: The procurement strategy is based on formulated plans that enable tracking, evaluation, and management of initiatives to achieve the organization's objectives.

1.9 Organization of the Study

The study's backdrop, problem statement, research questions, objectives, significance, scope, terminology, and general organization are all covered in its five chapters. In Chapter 2, the concepts and notions of humanitarian supply chains are examined in

relation to the impact that strategic sourcing approaches have on the functioning of humanitarian organizations. The third chapter presents the study methodology, which includes sample selection, data collection techniques, analytical processes, and research design. Analysing the data, discussing the findings, and presenting the conclusions are all covered in the fourth chapter. The conclusions and recommendations are summarised in the final chapter, which also draws conclusions from the data and suggests additional research or fieldwork.

Chapter Two: Literature Review

This subdivision provides an ample overview of literature on the organizational performance of humanitarian organizations and their strategic sourcing methods, demonstrating the study's significance.

2.1 Review of Theoretical Literature

2.1.1 The Concepts and theories of Supply Chain Management

Numerous uncertainties surround the humanitarian situation, such as those pertaining to demand, kind, quantity, timing, and location. When unexpected calamities like hurricanes, earthquakes, or terrorist strikes occur, organizations find it difficult to address demands. Although supply chains are designed to react rapidly, they must deal with constant uncertainty brought on by shifting supply and demand as well as beneficiary requirements. Cross-learning collaboration among the non-profit and for-profit sectors may enhance supply chain agility. Procurement, shipping, storage, inventory control, tracking and monitoring, reserve and bidding, reporting, and accountability are all part of the humanitarian supply chain. Organizations gain as of an efficient supply chain management system by encouraging accountability, efficiency, cost effectiveness, and transparency. Non-governmental organizations

(NGOs) carry out development and emergency operations. A subset of NGOs carry out both long-term and short-term operations during catastrophes.

2.1.2 The Concepts and theories of organizational performances

Humanitarian organizations are crucial in providing aid when needed, but their reputations can be damaged if they fail to respond promptly to local government and media criticism, impacting their donor base and affecting their ability to fulfil their mission, which is entirely dependent on donor money.

According to Poister's (2003) explanation, the humanitarian non-profit sector's performance measurement is crucial. "Effective performance measurement systems can help non-profit managers make better decisions, improve performance, and provide accountability. Moreover, when they are designed and implemented effectively, performance measures provide feedback on agency performance, and motivate managers and employees to work harder and smarter to improve performance. They can also help allocate resources more effectively, evaluate the efficiency of alternative approaches, and gain greater control over operations, even while allowing increased flexibility at the operating level". Besides, "effective performance means undertaking work in ways that are consistent with humanitarian principles, mobilizing and deploying sufficient financial, material and human resources in ways that are relevant, well- managed, accountable, impartial, durable and ensure good quality" (Bolsche, 2013).

In addition to emphasizing efficient resource use and long-term solutions, donors want accountability and openness in humanitarian assistance. An Oxfam research from 2009 emphasizes the need of procedures to deal with abuse and failure, as well as accountability, appropriate assistance, and high-quality management. It underlines the

significance of analyzing the effectiveness of humanitarian groups to guarantee their success.

However, NGOs often contend with the challenge of having multiple stakeholders with divergent priorities, making it challenging to define the performance of humanitarian organizations (Jane K. et al., 2013).

According to Jane.K et al. (2013), there are four criteria that may be castoff to evaluate the effectiveness of a humanitarian supply chain: delivery, responsiveness, flexibility, and reliability. Humanitarian operations may lose lives as a consequence of delays in providing assistance or support. Consequently, supply chain dependability and efficiency are crucial success factors because they guarantee the uninterrupted flow of products and services. In response to global disasters, action must be prompt, effective, appropriate, well-coordinated, and able to save lives and lessen suffering. (Bitweded, 2017).

2.1.3 The Concept, theories, and dimensions of strategic sourcing

2.1.3.1 Concept of strategic sourcing

Strategic sourcing is an recognized procurement technique that enhances a company's purchasing procedures by reducing uncertainty and increasing flexibility in response to supply, demand, and competition challenges. It helps suppliers obtain a competitive edge through early participation in product engineering and innovation.

An overview of the literature on the strategic importance of sources is given by Ellram and Carr (1994). They draw attention to the fact that research on corporate purchasing practices has frequently treated purchasing as an administrative responsibility. The integration of buying strategy into business strategy is becoming more significant due to the intensity of global competitiveness and the quick pace of technological

innovation. Short-term contracts provide flexibility, but they lack long-term agreements' advantages like price stability and advancement.

2.1.3.2 Theories of strategic sourcing

A. Institutional theory

Institutional theory is a social structure theory that examines how norms, rules, practices, and plans are developed as standards for acceptable social conduct. It focuses on how norms, typical, and subjective aspects influence workplace practices. Both institutional theory and neo-institutional theory assess how institutional weights affect relationships and sourcing strategies. Institutional limitations can have financial and moral implications, but it is crucial for legitimate firms to adhere to legally competent sourcing practices. Overly homogeneous approaches can lead to performance loss. Outsourcing can have short- and long-term effects, including increased costs, lower productivity, and loss of key skills and expertise. Managers should carefully analyse the strategic consequences of these sourcing options when making decisions.

B. Agency theory

The agency theory explains the relationship between a corporation's operators and principals, with the supplier acting as the agent and the firm's strategic sourcing function as the principal. It suggests that

the economic relationship between production and selling prices should be considered when making purchasing decisions. The company ought to develop and execute internal procedures while production costs are lesser than transaction costs, and conversely.

Real sourcing charges as well as extra CEO monitoring and control fees are included in transaction expenses. Control expenditures are enforceable expenses incurred by the principal in case of term violation in the sourcing contract. The growing use of key

sourcing has provided companies with longer-term partnerships for effective monitoring and control systems.

C. Network theory

Network theory examines the deep linkages between systems of systems, focusing on the interactions between companies and their effects on their behaviours and output. It emphasizes the alternatives for trade or partner partnerships and the impact of a firm's contacts with other firms. Centrality is a key concept in network theory, defined by a firm's degree of criticality. Companies with great domination are constantly sought as partners, as they are highly reputable and well-regarded across the network. Being at the core of a network enhances the four primary competitive criteria in supply chains: quality, timeliness, affordability, and flexibility.

D. The Principal Agent Theory (PAT)

The approach aims to address agency problems by controlling the principal-agent relationship. The product is a contract that strikes a balance between outcome-based and behavioural incentives to motivate agents to behave in the principle's best interests.

E. Theory of Legitimacy

According to this concept, organizations have a duty to justify their acts to pertinent parties, particularly governmental organizations that are required to interact with the public (Wilmshurst & Frost, 2000). According to Suchman (1995), the legitimacy theory (LT) maintains that the perception of an organization's actions as proper, functional, and viable within a system is based on societal conceptions, values, definitions, and standards. The LT strongly suggests that the social compact between the government and public universities could be eroding. Legitimacy theory's application in procurement at public institutions like the University of Nairobi may be compromised due to potential nepotism, cronyism, and corruption.

F. Resource Based Theory

The concept of Resource Based Theory (RBT) examines how an organization's external resources impact its function. It emphasizes the importance of external resources in tactical and strategic management, particularly in procurement and establishing relationships with suppliers. RBT suggests that actors lacking essential resources would need to rely on others for these resources. It also suggests that resource exchange is an active part of business operations, with intentional networks of actors acting as collaborations. RBT distinguishes between various management modalities, including influence, control and monitoring, coordination, and integration, within the context of the supply net. This theory advances knowledge about the growth of suppliers and the function of outside resources in corporate operations.

Therefore, for my thesis study I used RBT as it emphasizes the importance of resources in organizational success, which aligns with my focus on supplier growth and procurement planning. It also addresses the strategic management of external resources, which could encompass supplier development and communication strategies. Therefore, RBT could provide a solid theoretical foundation for my thesis on the effect of strategic sourcing on organizational performance.

2.1.3.3 Dimension of strategic sourcing

A. Supplier Development:

A purchasing company's and its suppliers' joint efforts to enhance skills, satisfy short- and long-term supply requirements, and foster continual growth for mutual gain are collectively known as supplier development.

The goals of supplier development include reducing costs, improving quality, speeding delivery, and educating suppliers to encourage continuous progress. Supplier growth is crucial for overcoming supply network difficulties, such as poor performance or lack

of qualified suppliers. It guarantees that the proficiencies and enactment of suppliers meet the demands of customers and the operations plan of a company. Key initiatives include setting performance targets, providing tools and training, transferring staff, assessing performance, acknowledging advancements, and working together to improve materials.

B. Long-term Orientation:

Long-term orientation refers to a firm's commitment to maintaining relationships with its suppliers over a long period, prioritizing relational commerce over market transactions. This approach focuses on strengthening superior relational characteristics among supply chain players, resulting in mutual benefits for both the client and suppliers. Long-term-focused businesses are prepared to manage risk and profit, collaborate to plan and solve issues, and maintain long-term relationships.

Successful long-term supplier relationships have been linked to better performance in terms of lower costs, higher quality, and more responsiveness or adaptability from customers (Prajogo et al., 2012).

According to Shin et al. (2000), operationalizing long-term orientation means working together to improve product quality, planning for a long-term partnership involving significant suppliers, and considering suppliers as a subsidiary of the business.

C. Communication:

A company's communication, especially when it comes to the sharing of information, reflects how well it coordinates ideas, strategies, and processes that are current, accurate, comprehensive, and private with its supply chain partners (Simatupang and Sridharan, 2004). According to Cao et al. (2009), information sharing is believed to be vital for supply chain cooperation because it helps members operate as a cohesive unit, better understand one another's expectations, and respond rapidly to market events. An

integrated and efficient supply chain depends on simplified material flow, which is done by streamlined and clearly visible information flow (Cao et al., 2009).

Collaborative structures necessitate excellent communication, particularly in difficult economic times. Good communication improves delivery speed, quality, and flexibility, among other relationship-specific performance aspects that are favorable to both sharing and receiving parties (Klein and Rai, 2009). According to Krishnapriya and Rupashree (2014), effective cooperative efforts in buyer-supplier relations rely on the sharing of proprietary, implicit, and complete information. According to Carr and Smeltzer (2000), operationalizing communication requires maintaining in-person meetings, communicating critical information regularly and quickly, and closely watching happenings that have an influence on both parties.

D. Effective Procurement Plan:

A robust procurement strategy should include planning, budgeting, quality analysis, project rationale, implementation feasibility testing, and early risk detection, according to Gordon Murray (2009). In addition to saving time and money, a well-structured approach offers a framework for efficiently completing tasks and evaluating the long-term viability of service or product design and delivery.

2.2 Review of Empirical Literature

2.2.1 Supply Chain Management practices

Mohammed (2012) researched supply chain management approaches with 28 humanitarian organisations revealing that practices and performance were positively correlated. The research contends that the effectiveness of humanitarian efforts depends on a well-equipped supply network. The study, which was carried out more than a year ago, highlights the need of comparative analyses to draw attention to contemporary problems and the impact of supply chain management techniques.

Munguti (2010) performed a descriptive research method study on supply chain management strategies in disaster operations. The research indicated that SCM techniques boosted the effectiveness of humanitarian organizations, and it identified SCM methods suitable to humanitarian organizations based on a sample of 27 organizations.

Grey (2006) used a case study and content analysis to investigate the effectiveness of the supply chain management approach in disaster management, showing that it is effective in both preventing and responding to disasters.

Blecken A. conducted research in 2009 on a reference model that uses an information system approach to supply chain management operations. The study demonstrated the intricacy of the supply chain for humanitarian aid and the significance of supply chain management (SCM) for the operative enactment of humanitarian projects. A method for swiftly visualizing the work done by humanitarian groups was developed by the research reference.

Using a case study technique and selective sampling, Bissau (2010) investigated the effectiveness of UNCHR supply chain management programs. The study revealed that insufficient staff and supply structure were the key reasons why SCM initiatives failed. Additionally, the study found a problematic delivery pattern that can endanger the unity of the UNHCR, donors, and beneficiaries.

2.2.2 Organizational performances

With an emphasis on the organizational performance component, Deshpande's (2012) study investigated the link flanked by supply chain management (SCM) performance and organizational performance. The results disclosed that companies using SCM performed better, with observable benefits including lower costs, more sales, and fewer

product failures. These improvements were recognized as some of the primary benefits connected to the application of supply chain management strategies.

As per the report, a firm's profitability is directly linked to its market share and business share, underscoring the importance of supply chain management (SCM) in producing advantageous financial outcomes.

In addition, it evaluates the short- and long-term objectives of SCM with an emphasis on market success, financial performance, and customer happiness.

The study's findings all point to a positive correlation between improved organisational performance and the application of supply chain management (SCM). It also highlights the advantages of supply chain management (SCM), like lower costs and higher profits, while highlighting the importance of overall market and financial performance, along with customer satisfaction, as crucial components of risky success.

The importance of performance evaluation in humanitarian aid chains was brought to light by Beamon and Balcik's (2008) research, particularly for NGOs. It underlined the need of enhanced humanitarian efforts, donor financing, and accountability. The research compared measuring techniques with those used in commercial supply chains, established precise criteria for relief chains, and offered a framework for performance evaluation. Systems for performance measurement in the help industry have been built using the framework.

Eyob Mengesha's 2017 paper claims that the modern building business lacks supply chain management (SCM) techniques.. Organizational performance is favorably correlated with information sharing and lean techniques; however, no such correlation was seen for other SCM activities. Based on existing research, the analysis indicates

that SCM adoption may considerably increase organizational performance even in cases of poor implementation.

Inadequate implementation was found in Eyob Mengesha's study on the effect of supply chain management (SCM) on organisational performance.

Beamon and Balcik's research highlighted the importance of performance assessment in humanitarian aid chains. According to Birhanemeskel Ayalew's 2018 research, internal lean techniques are the most important aspect of supply chain management (SCM) for long-term performance improvement at Ethiopia's Awash Wine S.C. The premise that SCM approaches may improve organizational performance was partly validated by the data.

Supply chain management tactics and organizational performance were shown to be strongly correlated in Mwale's 2014 research on big industrial manufacturing enterprises in Nairobi, Kenya. The following seven criteria were found: the scope of the outsourcing, the quality of the information, the client-supplier relationship, the lean methodologies, and the delay. The greatest effect was shown in strategic supplier management and customer interactions, suggesting that different SCM techniques have a direct bearing on organizational performance.

Both studies, in the end, showed how various supply chain management (SCM) techniques improve an organization's performance. Additionally, they stressed the importance of specific elements, such as customer connection and strategic supplier management in the Nairobi, Kenya environment and internal lean techniques in the circumstance of Awash Wine S.C.

Kalkidan's 2020 study reveals that business success and effective supply chain management approaches for humanitarian help are favorably associated. The analysis

suggests that while preparedness and response practices have a poor link, organizational performance and mitigation and recovery methods have a strong correlation. Even though readiness and response procedures did not significantly affect organisational performance, according to the study, organisational performance could be predicted by the independent variables of abatement and recuperation practices.

Evance's 2018 study focused on supply chain management strategies and the effectiveness of humanitarian relief organisations in Kenya. Studies have revealed that supply chains performed by relief and humanitarian organisations were profoundly affected by SCM practices. Concerns about cost and profit distribution, reluctance to change, unclear advantages from outsourcing, unfavorable employee attitudes, a lack of commitment and support from high management, and misunderstandings regarding sourcing were among the challenges. The United Nations World Food Program Kenya was the study's main emphasis, and the organization's performance measures were cost, quality, and efficiency objectives. Research has demonstrated a statistically significant and favourable correlation between World Food Program Kenya's organizational performance and vendor managed inventory, inventory management, and material handling.

Furthermore, Okello and Were's 2014 study examined the effects of supply chain management tactics on the performance of food manufacturing companies listed on Nairobi, Kenya's Nairobi Securities Exchange.

The primary focus was to look into how supply chain strategies affect these companies' performance. According to the research, lead times, technology, innovation, inventory control, and the process of creating new products are critical to the success of Kenyan food manufacturing businesses. It was determined that since these businesses'

performance depended on these areas being managed properly, taking care of these areas was essential to their success.

The study by Kalkidan (2020) demonstrates how humanitarian supply chain management techniques affect organizational performance by showing a strong positive correlation between these methods and business success. The findings highlight specific aspects of humanitarian supply chain practices and their impact on organizational performance:

Good and Important Partnership:

Effective supply chain management techniques for humanitarian relief greatly boost organizational performance, suggesting that effective supply chain management processes are advantageous.

Good Association with Recovery and Mitigation Techniques:

Organizational performance and specialized mitigation and recovery measures in the humanitarian supply chain are significantly associated. While rehabilitation focuses on restarting activities after an interruption, mitigation comprises taking efforts to decrease the degree of possible effects.

Moderate Association with Response and Preparedness Techniques:

The study indicates a small association between the humanitarian supply chain's preparation and response tactics and organizational success. While response refers to activities done during and soon after a disruption, readiness refers to efforts done in advance of probable interruptions.

The capacity of mitigation and recovery techniques to predict:

According to the study, there is predictive potential for organizational performance in regard to the independent elements associated to mitigation and recovery strategies. This shows that organizations are more likely to have good performance outcomes when they use mitigation and recovery strategies that are effective.

Restricted Impact of Response and Preparedness Strategies:

Effective supply chain management techniques for humanitarian relief greatly boost organizational performance, suggesting that effective supply chain management processes are advantageous.

Issues Relief Humanitarian Organizations Face:

Evanco mentions a variety of problems that humanitarian aid organizations in Kenya experience. Among these challenges are:

- Absence of evident benefits from outsourcing.
- Unfavourable temperament among staff personnel.
- lack commitment and support from higher management.
- issues with the allocation of expenses and earnings.
- objection to modification.
- Misconception regarding the source.
- Organizational Performance Indicators:

The World Food Program (WFP) of the United Nations is assessed for organizational efficiency in Kenya using specified parameters. The objectives, efficiency, quality, and cost are some of these indicators.

Specific inventory management approaches that have been found to favorably and substantially benefit the organizational performance of the UNWFP in Kenya include material handling, inventory control, and vendor controlled inventory.

According to the study's results, inventory management systems have a beneficial and large influence on how successfully humanitarian organizations work in Kenya. This means that better organizational performance is a consequence of effective material handling, inventory control, and vendor-managed inventory management.

Evance's research illuminates the challenges faced by relief and humanitarian organisations in Kenya and highlights the importance of supply chain management techniques, specifically inventory management, in augmenting organisational efficacy. In a 2014 study, Okello and Were examined the impact of supply chain management on the performance of food manufacturing companies listed on the Nairobi Securities Exchange.

The study found that lead-time, technology, innovation, and product development processes significantly influence the success of these businesses. The findings provide valuable insights into the factors influencing these enterprises' success.

Key conclusions from the study are as follows:

The primary objective of the research is to ascertain the impact of supply chain management tactics on the productivity of food manufacturing enterprises located in Nairobi, Kenya.

The research focuses on companies that are listed on the Nairobi Securities Exchange (NSE) that manufacture food.

The study identifies several supply chain management-related elements that are expected to have a substantial influence on how successfully food manufacturing enterprises run.

2.2.3 Measurements of Humanitarian Supply Chain Management Practices

Kusrini (2014) states that the purpose of supply network performance monitoring is to identify opportunities for growth, improve supply chain management, and identify areas in need of improvement.

Three layers comprise the supply chain performance assessment paradigm set out by Cuthbertson and Piotrowicz (2011): output, resources, and flexibility. Customer response is measured by output, and high efficiency is the goal of resources, which evaluate shared infrastructure, inventory control, energy use, and operational costs.

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According to Beamon (1999), a thorough evaluation of the effectiveness of a supply chain should include quantitative data, the link between the aims of the company, generalizability, and measurement of key components. Effective systems enable decision-making and monitoring at the operational, tactical, and strategic levels by tracking organizational performance in financial and non-financial indicators.

Kursini (2014) highlights the significance of stakeholder participation, value-adding business processes, intelligible measures, stakeholder requirements assessment, and strategic SCPMS criteria for organizational performance.

2.2.4 Measurements of Humanitarian Organization Performances

According to Kaplan (2001), in order to maximize help, humanitarian groups may evaluate how well they are doing in terms of the effects of disasters, make preparations better, and handle donor monies wisely. The majority of early research on these businesses' performance assessment systems concentrated on result characteristics.

Data management is challenging for many humanitarian organizations because they often use too many indicators and lack the appropriate performance monitoring tools. They also often lack an infrastructure for acquiring data and information, according to J. C. Sawhill and D. Williamson (2001).

Since most frameworks used to evaluate the success of humanitarian organizations are taken from the corporate sector, Henderson et al. (2001) recommend that these organizations refrain from utilizing commercial performance metrics.

Humanitarian organizations should adhere to strict guidelines when it comes to calculating output and outcome attributes, defining their mission, creating primary indicators, creating qualitative performance assessment criteria, and putting new performance measurement systems into place, according to N. Buckmaster (1999).

Hughes and Tatham (2011) point out that a lot of humanitarian organizations have trouble managing and storing data because they often misuse indicators and lack the right performance evaluation tools.

2.3 Summary of Gaps in the Empirical Studies

Olontruba and Grayn's (2009) research on customer service in emergency assistance chains emphasizes how crucial it is to comprehend the potential and changing needs of your customers. But the study solely looked at supply chain strategy in disaster

management, emphasizing reviews of the literature and pointing out gaps in empirical research.

Mohammed (2012) discovered that practices and performance had a good relationship when he studied supply chain management strategies and humanitarian organizations. This implies that the success of humanitarian groups is significantly influenced by supply chain management strategies.

Birhanemeskel Ayalew (2018) used Fisher's model and the stratified sample approach to examine how supply chain management affected Awash Wine's performance. The research, which focused on relationships with upper- and downstream-stream suppliers, discovered that improving organizational performance improves marketing and financial success.

According to Paderborne's (2009) research on the intricate humanitarian supply chain, although organizations can readily visualize their tasks using a reference model, the model has limitations that prevent businesses from outperforming their rivals and guaranteeing the effectiveness and success of humanitarian operations.

Prior studies on humanitarian organisations' effectiveness have mostly concentrated on traditional supply chain management strategies, and they have not taken into account the influence of strategic sourcing on organisational success.

The effects of strategic sourcing on humanitarian organisations are not well understood because there has been little research done on the subject and because the majority of earlier studies—especially those carried out in our country—focused on the commercial sector.

2.4 Conceptual framework

The research looks at how supplier growth, long-term thinking, efficient procurement planning, and communication all relate to organizational success. Organizational performance is the dependent variable, while supplier development, long-term orientation, and communication are the independent factors, according to the conceptual framework, which synthesizes earlier research. (For example, Biniyam, 2019; Chen et al., 2004; Sanchez-Rodriguez, 2009; Prajogo, 2011).

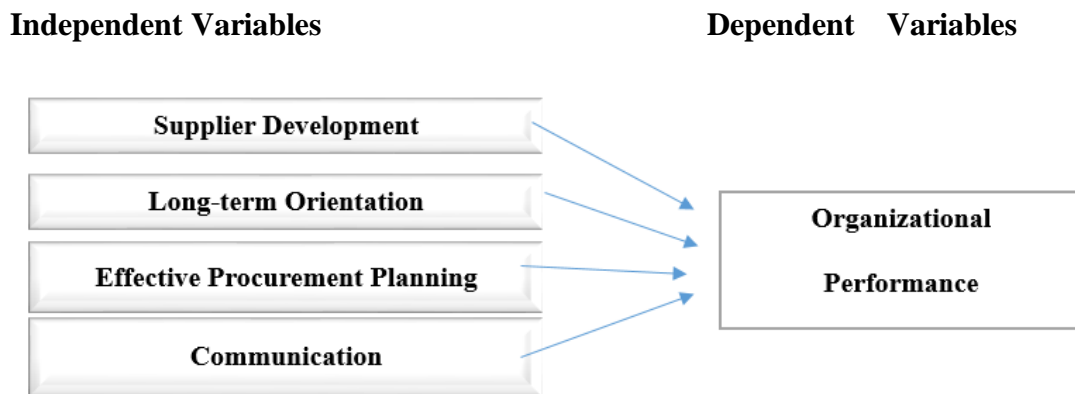


Figure 2-1 Conceptual Model

Rodriguez (2009), and Biniyam (2019).

Chapter Three: Research Methodology

3.1 Introduction

Kothari (2004) defined research technique as a systematic approach to systematically addressing research issues. It is centred on the methods and logic of a researcher's research question.

The present section provides a comprehensive overview of the suggested study's research design, methods, data collection tools, analytical strategies, participant roster, selection procedure, and ethical issues. The participant list, selection process, tools for collecting data, and methods for analysing the key data are all covered in depth.

3.2 Research Approach

Research methodologies are described as a collection of strategies and plans that direct the whole research process, including data collection, processing, and interpretation (Bryman A. & Bell, E., 2018). The selection of a research method will be determined by the study's purpose, audience, and researcher's background.

It is argued by Creswell, Fetters, and Ivankova (2004:7) that this study used qualitative and quantitative methodologies simultaneously. They contend that, in order to completely capture the subtleties and patterns of a situation, both qualitative and quantitative methodologies are inadequate. Combining approaches yields a more thorough study. This sensible strategy builds on the advantages of the other technique.

Qualitative and quantitative approach is defined by Johnson and Onwuegbuzi (2004:17) as combining abduction, deduction, and induction; it entails detecting patterns, testing ideas, and identifying viable explanations.

With the use of open-ended interview questions and closed-ended survey questions for the collection of numerical data, the researcher was able to gather both quantitative and qualitative data. Triangulating results is made possible by this approach, which can increase the study's validity and usefulness.

Similarly, Assefa Anteneh, (2022) studied on “Effect of Strategic Sourcing on Operational Performance of Organization: In Case of Bahirdar Textile Share Company” used qualitative and quantitative approach to conduct the study. In addition, Kalkidan (2020) studied on ‘Effects of Humanitarian Supply Chain Management Practices on Organizational performance’ also used qualitative and quantitative approach. Therefore, this study used both qualitative and quantitative approach.

3.3 Research Design

A research design is a methodical plan that proceeds from the research questions to the conclusions, as stated by Yin (2018). Sorting different study designs into the following categories makes defining them simple: Three categories of research studies exist, according to C.R. Kothari (2004): (1) exploratory; (2) descriptive; and (3) hypothesis-testing/experimental; (4) Explanatory;

When conducting exploratory research, ideas and insights are mostly discovered. Descriptive studies are those that concentrate on defining the characteristics of a particular individual or group. The researcher explores the theories of causal links between variables in experimental investigations. Such investigations necessitate methods that allow for the making of conclusions on causality in addition to lowering bias and improving dependability. Kothari, C.R. (2004).

A descriptive approach is employed when a researcher wants to portray a circumstance or scenario exactly as it is, as Kothari (2004) explained. It also provides the chance for a rational investigation of the research problem.

Explanatory research design look for a cause-and-effect link between variables. This study employed an explanatory research design to the Effects of Strategic Sourcing on Organization Performance: The Case of Save The Children to examine the effect of strategic sourcing on organizational performance. This is because the design focuses on facts measured empirically on variables using quantitative methods survey, and statistical analysis of the data.

Accordingly Temesgen Belayneh (2022) employed explanatory research method for his study, “The Effects of Strategic Sourcing on Organization Performance The Case of Ethiopian Construction Works Corporation”.

3.4 Population and Sampling

The entire group of individuals or objects about which researchers hope to make inferences based on their research will be referred to as the target population, according to Castillo (2009). The SCI Ethiopia employees who are directly or indirectly involved in the sourcing process, as well as administrative staff members with the exception of lower-level staff members, were the target audiences for this study. The personnel of Save the Children International Ethiopia is the targeted population, according to the study layout. In particular, supply chain personnel assigned to oversee and manage the organization's entire supply chain, such as the Director of Supply Chain, Head of Procurement, Procurement Coordinator, Operation Managers, Logistics, and Supply Chain Officer, Program Team, Finance, and Administrative Staff.

Since there are just 98 members of the target group in SCE, it has been determined that the complete population will be included in the study and a census survey will be conducted rather than just a sample of the population. According to Israel (2013), a census survey is very appropriate and effective if there are 200 people or less in the

population overall. This is because tiny populations must be sampled from almost the whole population in order to obtain the desired degree of precision.

3.5 Data Collection

This study makes use of both primary and secondary data. The primary data came from first-hand experience and had never been used before.

The primary data was gathered using structured questionnaires and interviews. First, the sample list of respondents was briefed on the purpose of the study and survey.

A questionnaire and in-person interviews with managers, coordinators, and heads of procurement at various stages of the supply chain were employed in the study. Both closed-ended and open-ended questions were included in the questionnaire, and in-person interviews were done to gain further understanding of the experiences of the participants.

To elucidate answers, follow-up questions were posed. Of the twenty-three vendors that were shortlisted, eight were selected. Based on information obtained from interviewers, interview questions were created, offering insightful information for the study's conclusion. Annual supply chain reports, internal memoranda, program operation reports, pertinent literature, journals, and other secondary data sources were crucial for gathering vital information for a more thorough study.

3.6 Data Analysis

During the data analysis phase, the case organization's organisational performance and strategic sourcing techniques were evaluated using explanatory and inferential statistics. The data were examined using the Statistical Package for Social Sciences (SPSS), and the organisational performance was examined using explanatory statistics

like the mean and standard deviations of the respondents' assessments. From the data, inferential statistics were used to make conclusions.

The multiple regression model used for this study focuses primarily on the attributes of the independent variables (supplier development, long-term supplier relationship, effective procurement strategy, and communication) and the dependent variable (organizational performance). The standard model formula is $Y_i = \alpha + \beta x_i + e$, where α is the mean value change of Y per unit change in each of the independent variables, β is the intercept term, and e is the error term. The study's research objectives are achieved and the hypothesis is validated by employing the formula proposed by Evance Odhiambo (2018).

3.7 Scale, Validity and Reliability

Validity and reliability, according to Kothari (2004), are essential research concepts that evaluate the applicability and validity of interpretations, conclusions, and decisions based on data from measuring devices.

Measurement consistency, stability, or reproducibility are all considered characteristics of dependability. It analyses how effectively a measuring device delivers accurate and consistent results over a variety of circumstances and periods. (Mugenda, 2009).

Cronbach's alpha will be used to test the internal reliability of each variable used in the study. Cronbach's alpha values have a range of 0 to 1. (Bryman, 2008).

3.8 Ethical Consideration

The researcher respects respondents' privacy by handling their information and providing advance confirmation for confidentiality. Interviewers and enumerators brief participants on the study's purpose, parameters, and expected outcome. Participants

have the option to decline questions or end interviews if uncomfortable. No respondent or individual is identified in any papers or publications, and all data is anonymous.

Chapter Four: Results and Discussion

1.1 Introduction

As stated in the opening chapter, the goal of this research is to evaluate how strategic sourcing practices affect the effectiveness of humanitarian organizations like Save the Children Ethiopia. As a result, the whole set of results and the process that led to them are covered in this chapter. Moreover, background information on the responders is given. Subsequently, the information is examined and presented through frequency tables, and the correlation between the variables is ascertained by utilising the Statistical Package for Social Science (SPSS 26.0).

To meet the goals of the study, the researcher has made an effort to conduct a comprehensive and technical investigation into the topic of the study. The researcher used trustworthy and relevant information from primary sources to accomplish this. As a result, all of the collected data has been thoroughly examined.

1.2 Response Rate

Table 4- 1 Response Rate

Number of Questionnaire Distributed	Target Number of Respondents	Response Rate %
98	91	92.8

Source: Own Survey, 2023

Ninety-one (92.8%) of the 98 questionnaires that were issued to the company's targeted workers were returned by SCE Staff. This table verifies that the data is trustworthy and acceptable for analysis.

1.3 Demographic Profile

Examining the demographic data supplied by the respondents will help the reader understand the size of the sample population, the respondents' educational background, employment history, and position. The questionnaire results are displayed in Table 4-2 below.

Table 4- 2 Respondents Years of Service

	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 1 year	9	9.9	9.9	9.9
2-5 Years	36	39.6	39.6	49.5
6-9 Years	29	31.9	31.9	81.3
10 Years and above	16	17.6	17.6	98.9
Total	91	100.0	100.0	

Source: Own Survey, 2023

17.6% of the 91 respondents, as signposted in Table 4.2 above, have more than ten years of experience, followed by 31.9% with six to nine years, 18.6% with four to seven years, 39.6% with two to five years, and 9.9% with less than a year. The comments differ in how many years of experience they have. The lowest percentage of experienced respondents with three to five years of experience indicates that the bulk of respondents had two to five years of experience.

Table 4-3 Educational level of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
12 Grade	2	2.2	2.2	2.2
Diploma	8	8.8	8.8	11.0
Undergraduate	46	50.5	50.5	61.5
Graduate	33	36.3	36.3	97.8
PhD	2	2.2	2.2	100.0

Total	91	100.0	100.0	
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Source: Own Survey, 2023

Regarding the educational level of respondents, 2 respondent which means 2.2 % respondent have a grade 12 completion educational background, 8 respondent or 8.8 % respondents have college diploma, 46 respondent (50.5 %)from the total has a first degree, 33 respondent or 36.3 % have a second degree and 2 respondent has PhD which is 2.2 % from total.

Table 4- 4 Working Position of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Procurement Officer	24	26.4	26.4	26.4
Supply Chain Director	1	1.1	1.1	27.5
Head of Procurement	1	1.1	1.1	28.6
Procurement Manager	4	4.4	4.4	33.0
System Support Coordinator	5	5.5	5.5	38.5
Procurement Coordinator	6	6.6	6.6	45.1
Operation Manager	5	5.5	5.5	50.5
Program Staff	25	27.5	27.5	78.0
Finance Department	11	12.1	12.1	90.1
Administration Staff	9	9.9	9.9	100.0
Total	91	100.0	100.0	

Source: Own Survey, 2023

Regarding work position, in the data collection the supply chain director, head of procurement and system support coordinator were the respondent which each holds 7.7% of the total respondents. Three procurement managers 4.4% , Procurement coordinators 6.6 %, Procurement Officer 26.4 %, Operation managers/ directors or 5.5%, program staffs members 27.5 % .finance department 12.1%, and administration staffs who are 11.9% of the total respondent. The collection shows that the respondent are directly related to the study.

1.4 Reliability Tests of the Variables

To assess the level of accuracy or dependability of the study findings, an internal consistency test was performed and Cronbach's alpha values were calculated for each construct. The reliability coefficients (Cronbach's alpha values) for the variables of both the independent and dependent variables of this study exceed the ideal recommended 0.70 level, indicating high construct reliability. This study reliability rate is described as follow.

Table 4-5 Reliability Test Result

Variables	Number of items	Cronbach's Alpha
Supplier Development	6	0.748
Long Term Supplier Relationship	5	0.724
Effective Procurement Plans	5	0.736
Communication	6	0.737
Organizational Performance	7	0.789

Source: Own Survey, 2023

As can be seen in Table 4.5, all the independent variables scored good alpha results. As compared to the independent variables, the dependent variable 'organizational performance' has a high reliability with $\alpha = .789$ so has a good reliability. Compared

within the independent variables, Supplier Development has higher acceptable reliability with $\alpha = 0.748$, followed by long term supplier relationship with $\alpha = 0.724$, Communication follows with acceptable $\alpha = 0.737$ indicating acceptable reliability. The Effective Procurement Plans has acceptable reliability with $\alpha = 0.736$. According to Cronbach (1951), a Cronbach Alpha of 0.70 is an acceptable level; this means that there is internal consistency in the items considered.

1.5 Explanatory Analysis

As mentioned in data analysis section, in this study explanatory analysis and inferential statistics is employed to look at the collected data and to describe data captured and it is also desired to determine the employee perception to strategic sourcing and organizational performance. Four needles of Strategic Sourcing are considered for the study. These four broad qualifications are supplier development, long term supplier relationship, effective procurement plan, and communication. In element it has assimilated their sub-explanations. These statements have the ability to explain the each factors, while making interpretation of the results of frequency, mean and standard deviation the scales are reassigned as follows to make the interpretation easy and clear.

Interpretation of the Main Score

Interpretation	Mean Score
Very Low	1.00 – 1.80
Low	1.81 – 2.60
Moderate	2.61 – 3.40
High	3.41 – 4.20
Very High	4.21 – 5.00

Source: Hadiyanto (2012)

1.5.1 Supplier Development

The respondents were asked to give response towards the supplier development activities used in SCE. Seven indicators mentioned in the below table were used to measure the effectiveness of supplier development in SCE.

Table 4- 6 Respondents response regarding to Supplier Development

S/N	Variables	Rating Scale						
	Supplier Development	NE(1)	LE (2)	M (3)	GE (4)	VHE (5)	Mean	SD
1.	Conducting regular visits to check Supplier capabilities	20.9 %	25.3%	35.2%	11.0%	7.7%	2.71	1.319
2.	Efficiently utilize the donor capability in terms of supplier development.	19.8%	25.3%	36.3%	11%	7.7%	2.62	1.15
3.	High level of strategic partnership with suppliers	7.7%	17.6%	24.2%	25.7%	23.1%	3.41	1.23
4.	Collaborating with key suppliers in goods or services improvement	7.7%	12.1%	16.5%	38.5%	25.3%	3.62	1.20
5.	Proactively identify, engage & encourage	15%	21%	35%	12%	8%	2.75	1.151

	local suppliers in sourcing where the opportunity exists							
6.	Improving suppliers' capability through building relationships, sharing best practice, and training or upskill	5.5%	7.7%	16.5%	29.7%	40.7%	3.92	1.176

Source: Own Survey, 2023

The above table shows relating to conducting regular visits to check supplier capabilities that 20.9 % of the respondents not extent, 25.3% of the respondents low extent, 35.2% of the respondent moderate, 11.00% of the respondents great extent and 7.7% are very high extent. This implies that SCE regularly visits to check supplier capabilities in different mechanisms. The mean or the average response of the respondents about their communication in SCE was 2.71 and the standard deviation for conducting regular visits to check supplier capabilities is 1.319, showing that there are no extremes in the positive and negative score which implies that there was no as such big variation of response among the respondents; and this variation is acceptable and practice of regular visits to check supplier capabilities is moderately good.

Regarding to efficiently utilize the donor capability in terms of supplier development, the finding shows 19.8% of the respondents not extent, 25.3% of the respondents low extent, 36.3% of the respondent moderate, 11% of the respondents great extent and

7.7% are very high extent. The implication is the SCE doesn't exploit donor's capabilities this may greatly affect the overall country performance of the company. The mean response of the respondents about utilize the donor capability in terms of supplier development in SCE was 2.62 and the standard deviation for conducting regular visits to check supplier capabilities is 1.15, this standard deviation is moderate. It showing that there are the positive and negative score which implies that there are some inconsistency of response among the respondents; but the difference is tolerable and practice of regular visits to check supplier capabilities is moderately good.

Relating to the high level of strategic partnership with suppliers the results are 7.7% of the respondents no extent, 17.6% of the respondents low extent, 24.2% of the respondent moderate, 25.7% of the respondents great extent and 23.1% are very high extent. This means the current practices of strategic partnership with suppliers is very low, which requires a measures to more coalition with suppliers.

The mean or the average response of the respondents about level of strategic partnership with suppliers in SCE was 3.41 and the standard deviation is 1.23, which is high.

For collaborating with key suppliers in goods or services improvement as the above table shown, 7.7% are no extent, 12.1% are low extent, 16.5% are moderate response on this issue, 38.5% are great extent and 25.3% are very high extent. Which implies there is high significant activities to enhance the supplied goods or services with key suppliers.

The mean value of the respondents about key suppliers in goods or services improvement in SCE was 3.62 and the standard deviation is 1.20. This standard deviation is low, meaning that there are no extremes in the positive and negative score and this implies that there was no big variation of response among the respondents and

this variation is acceptable and collaborating with key suppliers in goods or services improvement is not good.

The study was forward a question to assess whether or not proactively identify, engage & encourage local suppliers in sourcing where the opportunity exists, 15% are no extent, 21% are low extent, 35% are moderate response on this issue, 12% are great extent and 8% are very high extent.

In this regards, most of the respondents indicated that the organization is not merely optimizing the opportunity occurs, this was indicated by a mean score value of 2.75 with 1.151 value of standard deviation.

As shown in standard deviation results showing that there are some immoderations in the positive and negative score which implies that there are moderate variation of response among the respondents; and this variation is acceptable and practice of proactively identify, engage & encourage local suppliers in sourcing where the opportunity exists is not bad.

Similarly the study were assessed how the organization improving suppliers' capability through building relationships, sharing best practice, and training or upskill, in this regard 5.5% are no extent, 7.7% are low extent, 16.5% are medium response on this issue, 29.7% are great extent and 40.7% are very high extent.

The mean score of 3.92 and standard deviation of 1.176 designate consistent responses, indicating good long-term orientation practices, with no extremes in positive or negative scores, indicating acceptable variation in responses.

1.5.2 Long-term supplier relationships

The next major factor raised in this study is assess the long-term supplier relationships of SCE. The following six long-term supplier relationships indicators were used to assess the long-term supplier relationships effectiveness of SCE.

Table 4- 7 Respondents response regarding to long-term supplier relationships

S/N	Variables	Rating Scale						
		NE(1)	LE (2)	M (3)	GE (4)	VHE (5)	Mean	SD
1.	Interacting with key suppliers for long lasting relationship	5.5%	6.6%	19.8%	39.6%	28.6%	3.82	0.984
2.	Having long-term contractual great agreements with key suppliers.	2.2%	7.7%	22.0%	41.8%	26.4%	3.82	0.984
3.	Motivation and rewards for satisfactory suppliers	34.1%	39.6%	17.6%	5.5%	3.3%	2.04	1.021
4.	Perennial relationships having with key suppliers.	11.0%	31.9%	33.0%	16.5%	7.7%	2.78	1.093
5.	Supplier performances measures every quarterly or annually	4.4%	20.9%	30.8%	35.2%	8.8%	3.23	1.023

Source: Own Survey, 2023

The average response from the respondents on working with significant suppliers for long-term in SC is presented in Table 3 and is as follows: 5.5% no extent, 6.6% low extent, 19.8% are indifferent, 39.6% great extent, and 28.6% extremely great extent. In this aspect, the organization fares badly. In terms of dealing with essential suppliers for

a long-term relationship, the mean value is 3.82 and the standard deviation is 0.984. This implies that there is a large gap between the positive and negative ratings, which means that respondents were consistent in their comments, that this fluctuation is controllable, and that engaging with important suppliers for a long-term relationship is a desirable strategy.

In response to the researcher's assessment that SCE has long-term contractual connections with significant suppliers, 2.2% no extent, 7.7% low extent, 22.0% replied moderately, 41.8% great extent, and 26.4% very high extent. The organization's performance is poor in this aspect. The mean value of the effective procurement plans was 3.82, and the low standard deviation of 0.984 suggests that neither the positive nor negative score reaches extremes. This suggests that the respondents' replies varied very little, if at all, and that this fluctuation is acceptable. The habit of going into long-term contractual great agreements is likewise considered as comparatively favourable.

When asked to assess the degree of incentive and rewards program for suppliers that satisfy standards, respondents provided the following answers: 34.1% greatly no extent, 39.6% low extent, 17.6% are indifferent, 5.5 % great extent, and 2.04% very high extent. In this aspect, the organization fares badly. The findings suggest a moderate level trend in the system of rewarding and encouraging providers who satisfy the criteria of the system; the mean value is 2.04 and the standard deviation is 1.021.

According to the aforementioned statistics, the responses of significant suppliers to the recurring connections are as follows: 11.0% no extent, 31.9% low extent, 31.9% reply moderately, 16.5% great extent, and 7.7% extremely great extent. This suggests that the corporation is attempting to create long-lasting connections with its primary suppliers. The mean score of the effective procurement methods was 2.78, and the low standard

deviation of 1.093 suggests that neither the positive nor negative score reaches extremes. This demonstrates that long-term links with big suppliers are very strong, that there was little to no variability in the respondents' comments, and that this variation is acceptable.

Annual or quarterly supplier performance measurements are conducted. The results show that 8.8% of respondents very high extent, 20.9% low extent, 30.8% reply moderately, and 35.2% great extent. 4.4% of respondents no extent. This demonstrates that the organizational trend for supplier performance measurements is now relatively low. The mean score was 3.23, with a standard deviation of 1.023. Since there are no extremes in the positive or negative score, these low statistics imply that there is little to no fluctuation in the respondents' replies. This deviation is reasonable given that the provider completed the performance measures on schedule and with high quality.

1.5.3 Effective procurement plan

The next concern is procurement plan effectiveness to secure an efficient strategic sourcing practices in SCE

Table 4- 8 Table 4 Respondents response regarding to effective procurement plan

S/N	Variables	Rating Scale						
		NE(1)	LE (2)	M (3)	GE (4)	VHE (5)	Mean	SD
1.	Jointly preparing procurement planning with concerned departments.	2.0%	3.9%	15.7%	41.2%	37.3%	4.078	0.602
2.	Procurement planning is an integral part of the	22.0%	26.4%	22.0%	17.6%	12.1%	2.71	1.319

	organization's strategic planning.							
3.	Smoothly executing the procurement plan	27.5%	34.1%	15.4%	13.2%	9.9%	2.44	1.293
4.	Purchase requests are respond as the plan	30.8%	37.4%	18.7%	7.7%	5.5%	2.20	1.128
5.	There are no emergency purchases in SCE.	11.0%	16.55	22.0%	28.6%	22.0%	3.34	1.293
6.	The procurement process a head as per the plan	29.7%	24.2%	18.7%	16.5%	11.0%	2.55%	1.36%

Source: Own Survey, 2023

As shown in Table 4, the respondents' responses to the question of jointly creating procurement plans with linked SCE departments were as follows: 2.0% no extent, 3.9% low extent, 15.7% responded moderately, 41.2% great extent, and 37.3% very high extent. As the response indicates, the SCE is responsible for working with relevant departments to create procurement strategies. The low standard deviation of 0.602 and the average score of 4.078 indicate that neither the positive nor negative scores have any extremes. This indicates that the respondents' responses varied very little, if at all, and that this variance is acceptable. Collaborating with relevant departments to develop procurement strategies is also seen to be really good.

The results show that, when it comes to the assertion that procurement planning is an essential component of the organization's strategy planning, 22.0% no extent, 26.4% low extent, 22.0% are moderate, 17.6% great extent, and 12.1% extremely great extent. This looks at the supply chain department's purchasing planning in light of the business's strategic plan. The mean score of 2.71 and the low standard deviation of 1.319 indicate

that there are extremes in both the positive and negative areas. This shows that, while there is room for variation in the respondents' answers, the necessary departments must work together to design a procurement plan.

The following responses were provided by the respondents on the effective implementation of the procurement strategy at SCE: 34.1% low extent, 15.4% are indifferent, 13.2% great extent, 9.9% greatly great extent, and 27.5% no extent. A greater proportion of respondents low extent with the smooth implementation of the procurement plan throughout the whole company, and this outcome is seen as a weakness for the firm. The information indicates that the respondents' responses vary widely, which is normal, and that the procurement plan is being implemented correctly. The low standard deviation of 1.293 and the mean value of 2.44 are also noteworthy. This shows that neither the positive nor negative score has any extremes.

When asked about their aspirations for a purchase, respondents were advised to answer according to the plan. According to the statistics, the notion is severely disapproved by 30.8% of respondents, low extent by 37.4%, great extent by 7.7%, and considerably great extent by 5.5% of respondents. Much to the results of the previous questions, more respondents low extent that the department's response rate is as planned, and this is similarly seen as a shortcoming for the company. The positive and negative ratings exhibit extremes, indicating a broad range of responses from the respondents. Due to the poor plan, this version is unacceptable, and purchase requests are turned down. The standard deviation was 1.128 and the mean was 2.20, both of which are high values.

The following were the responses from the respondents on the SCE policy restricting emergency purchases: In Favour, 22.6 percent very high extent, 16.5 percent disapproved, 16.5 percent great extent, and 22.0 percent were indifferent.

The company notably has an emergency purchase that is beyond the scope of the procurement plan. The low standard deviation of 1.293 and the mean value of 3.34, which imply that there are no extremes in the positive or negative score, show that there is an emergency purchase and a wide range in the respondents' emotions.

As per the strategy, the head of the procurement process is involved in the issue. Of the respondents, 18.7% have a moderate opinion, 16.5% great extent, 11.0% substantially great extent, 29.7% no extent, and 24.2% low extent. The acquisition process is not progressing as planned. It may make the supply chain division perform worse overall.

The moderate standard deviation was 1.36 and the mean was 2.55. This suggests that respondents' assessments, both positive and negative, vary in some way, which is unacceptable. The procurement process is going quite well as of right now, going according to plan.

1.5.4 Communication

The issues raised in this study is assess the communication trend of SCE. The following six indicators were used to assess effectiveness communication of SCE.

Table 4- 9 Respondents response regarding to communication

S/N	Variables	Rating Scale						Mean	SD
Communication		NE(1)	LE (2)	M (3)	GE (4)	VHE (5)			
1.	We provide suppliers any information that might be useful.	0.0%	1.7%	18.3%	45.0%	35.0%	4.1333	0.553	
2.	Exchange of information takes place frequently,	3.3%	9.9%	19.8%	41.8%	25.3%	3.76	1.04	

	informally and/or in a timely manner.							
3.	We notify one another on developments or occurrences that could have an impact on the other party.	13.6%	18.6%	47.5%	11.9%	8.5%	2.830	1.18
4.	Existence of Suitable platform to receive Customers complaints	4.4%	6.6%	14.3%	41.8%	33%	3.92	1.067
5.	Customer's Compliant resolve on time	29.7%	35.2%	15.4%	14.3%	5.5%	2.31	1.199
6.	Debrief or notify unsuccessful suppliers on timely manner.	29.7%	34.1%	14.3%	13.2%	8.8%	2.37	1.279

Source: Own Survey, 2023

Table 5 displays the respondents' perspectives about the information provided by providers. No respondent no extents, but 1.7% low extent, 18.3% are moderate, 45.0% great extent, and 35.0% very high extent. This implies that responders are provided with the information they require in order to connect with suppliers inside the supply chain department.

With a low standard deviation of 0.553 and a mean score of 4.133, the respondents' responses were considered fair. This permitted variance indicates that suppliers get useful information, which is a sign of strong supplier support.

Among the questions asked of research participants were the regularity, informality, and promptness of information exchange amongst supply chain partners. 3.3% no extent, 9.9%

low extent, 19.8% moderate, 41.8% great extent, and 25.3% very high extent, according to the results. Most respondents said that a company provides its partners with plans and processes that are accurate, complete, and timely. With a mean value of 3.76 and a standard deviation of 1.047, there was no discernible variation.

Most respondents thought that sharing information was beneficial. The vast majority of respondents gave vague answers, suggesting that neither party was aware of any events or developments that would affect the other. With a standard deviation of 0.516 and a mean score of 2.830, the information exchange was considered to be fairly good.

The table, with a mean value of 3.92 and a standard deviation of 1.067, demonstrates that the business is receptive to concerns regarding the procurement process. The majority of respondents do a mediocre job of informing one another about developments or occurrences that might influence the other party's answers. However, with a mean score of 2.31 and a standard deviation of 1.199, 29.7% no extent with the organization's openness to hear complaints about the purchase process. The majority of respondents think that although the organization is open to concerns, prompt responses are not accepted. The respondents' responses varied significantly, as indicated by the mean value of 2.37 and the standard deviation of 1.279. This suggests that the organization's performance evaluations of its suppliers are extremely poor. This suggests that the company's handling of complaints is lacking.

1.5.5 Organizational Performance

The last question forwarded on the basis of strategic sourcing organizational performance. There are an indicators to lead the organizational performance representors.

Table 4- 10 Respondents response regarding to organizational Performance

S/N	Variables	Rating Scale
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Organizational Performance		NE(1)	LE (2)	M (3)	GE (4)	VHE (5)	Mean	SD
1.	Strategic sourcing initiatives have significantly contributed to cost reduction within our organization	5.5	5.5	16.5	48.4	24.2	3.8	1.046
2.	The quality of products/services obtained through strategic sourcing is noticeably improved compared to previous procurement methods	8.8	9.9	25.3	33	23.1	3.52	1.205
3.	Strategic sourcing has effectively improved supplier performance in terms of on-time delivery, responsiveness, and overall satisfaction.	1.1%	3.3%	6.6 %	52.7%	36.3%	4.2	0.792
4.	Assuring volume flexibility due to strategic sourcing practice.	1.1%	4.4%	9.9%	49.5%	35.2%	4.13	0.846
5.	strategic sourcing has helped mitigate supply chain risks and disruptions within the organization	10.2%	13.6%	22.0%	39.0%	15.3%	3.3559	0.65
6.	Strategic sourcing improved the speed and efficiency of procurement processes.	3.4%	5.1%	8.5%	57.6%	25.4%	3.9661	0.670
7.	The strategic sourcing practices implemented	20.3%	45.8%	13.6%	11.9%	8.5%	2.4237	0.640

within the organization is satisfactory level								
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Source: Own Survey, 2023

The data supplied above demonstrates that strategic sourcing strategies have played a key impact in SCE's cost reduction. 5.5% strongly opposed, 5.5% low extent, 16.5% were moderate, 48.4% great extent, and 24.2% highly great extent with this problem. The answer suggests that the strategic sourcing technique has aided the company's initiatives to decrease expenses. The low standard deviation of 1.046 complemented the average score of 3.8. The responses from the respondent's revealed little variance, suggesting that there are typical swings in both positive and negative ratings, and that smart sourcing methods have greatly lowered SCE prices.

The following responses were provided to concerns concerning whether the quality of items and services acquired via strategic sourcing is notably higher than that of prior procurement methods: 9.9% low extent, 25.3% are moderate, 33% great extent, 8.8% no extent, and 23.1% certainly great extent. The assessment demonstrates that even though strategic sourcing has increased quality, it still needs to be applied broadly. This discrepancy is reasonable, and SCE's cost reduction initiatives have considerably benefitted from strategic sourcing, which is a pretty beneficial outcome. The respondents' replies differed substantially, as demonstrated by the mean value of 3.52 and the standard deviation of 1.205, which reveal no dissipations in the positive and negative ratings.

According to the report, supply chain engineering (SCE) supplier performance has greatly improved as a result of strategic sourcing, as seen by increases in responsiveness, on-time delivery, and overall satisfaction. The perspectives of the respondents on the influence of strategic sourcing strategies on supply chain risks and

disruptions were not significantly different, as shown by their comments. According to the report, 57.6% of respondents great extent and 25.4% very high extent that strategic sourcing has accelerated and improved the efficacy of procurement processes. There was a considerable variety of evaluations, as shown by the standard deviation of 0.670 and the average score of 3.966. Strategic sourcing reduces instability, which somewhat increases the speed and effectiveness of procurement processes, notwithstanding considerable variation in the respondents' answers. In addition, the effectiveness of the company's strategic sourcing plans was assessed, with 20.3% strongly disapproving and 45.8% low extent. The study's overall findings indicate that the firm's strategic sourcing procedures have generated a reasonable degree of satisfaction with strategic sourcing tactics.

1.6 Regression Analysis

The study employs multiple linear regression analysis to investigate the effects of strategic sourcing strategies on Save the Children Ethiopia's performance, with the aim of assessing the assumptions outlined in Chapter 1.

1.6.1 Test of Assumptions

When reviewing data using this technique, one step in the process is to determine whether the data under consideration can genuinely be analyzed using linear regression. Because linear regression should only be applied if the relevant data "passes" the requirements needed for multiple regression to deliver a valid result, it is crucial that this be done. Let's examine the following presumptions to see if they hold true. With SPSS Statistics, assumptions can be investigated. Analysing linearity assumptions is essential before moving on to other assumptions.

1.6.1.1 Multi collinearity

When more than one predictor variable in a multiple regression model exhibits multi collinearity or a high degree of correlation, regression analysis is used. According to

Robert (2006), if collinearity is found, one of the variables may be eliminated or a new variable combining the two highly linked predictor variables may be created.

This is because it's possible that, even if highly correlated predictor variables explain a considerable portion of the dependent variable when considered collectively, their usage alone would not considerably enhance the model. As a result, multi collinearity reduces the predictive value of each independent variable based on how well it correlates with the other independent variables (Beyan, 2014). To verify multi collinearity, tolerance and variance inflation factor (VIF) values were acquired. The outcome, 4.11, is shown in the table below.

Extremely low scores suggest sharing or overlap in prediction abilities. Robert (2006), on the other hand, claims that the tolerance value represents the part of the predictor's change that cannot be accounted for by the other predictors.

Table 4- 11 Multi collinearity Test

	Variables Tolerance	VIF
Supplier development	0.704	1.421
Long term supplier relationship	0.598	1.673
Procurement plans 0.757 1.321	0.757	1.321
Communication 0.713 1.402	0.713	1.402

Own Survey, 2023

The tolerance values of all the independent variables fall between the acceptable threshold of greater than 0.1 and the cut-off value of 10, as can be seen in the preceding table. Further research is recommended if the independent variable VIF values are greater than 10. Within Robert (2006). The Tolerance and VIF values demonstrate that multi collinearity is not a problem in this specific scenario.

Table 4- 12 Skewness and Kurtosis test

		Supplier Development	Long Term Supplier Relationship	Effective procurement plan	Communication	Organizational Performance
N	Valid	87	87	87	87	87
	Missing	0	0	0	0	0
Skewness		-1.093	-0.379	-0.523	-0.682	-1.048
Std. Error of Skewness		0.258	0.258	0.258	0.258	0.258
Kurtosis		3.172	0.424	2.402	0.838	0.870
Std. Error of Kurtosis		0.511	0.511	0.511	0.511	0.511

Own Survey, 2023

1.6.1.2 Test of Normality Test

Matt, Carlos, and Deson (2013) assert that normality indicates the distribution of errors for independent variables, with skewness and kurtosis values ranging between 1 and -1, to assess if a distribution is normal. This is based on the assumption of normality.

Table 4.12 illustrates that organizational performance factors exhibit skewness within the standard range of -1 to +1 for all strategic sourcing dimensions, with the exception of Supplier Development. Breaking the assumptions of normality, the supplier development and effective procurement strategy's Kurtosis lies somewhat outside the +1 range. On the other hand, 98 people in the population are predicted by the central limit theorem to fulfill the normality assumptions at the chosen date (Own Survey, 2023).

1.6.1.3 Linearity test

Scatter plots of organizational performance versus strategic sourcing factors are used in the study to assess for linearity in correlation, regression, and other GLM components. The scatter plot in the picture illustrates the findings, which reveal a linear link between organizational success and strategic sourcing features. This supports the hypothesis that there is a linear connection.

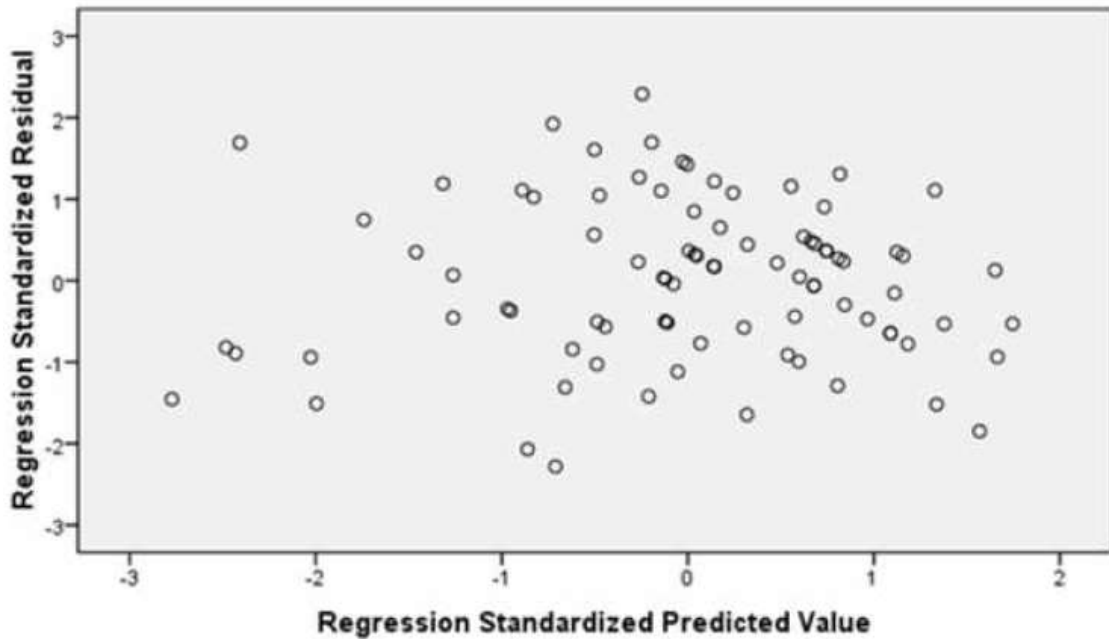


Figure 4-1 Scatter Plot

When the residual standard deviations of a regression exceed the dependent standard deviations, the regression is said to be linear. Strategic sourcing criteria and organizational performance are clearly correlated, since the dependent variable's standard deviation is larger than the residual in the explanatory statistics table.

Table 4- 13 Residual Statistics ^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.1563	4.6025	3.6575	.54139	91
Std. Predicted Value	-2.773	1.746	0.000	1.000	91
Residual	-0.87233	0.87528	0.000	0.37332	91
Std. Residual	-2.282	2.289	0.000	0.976	91

Own Survey, 2023

1.6.2 Statistical Significance Analysis of the Regression Coefficients to test the Hypotheses

The study examined the relationship between strategic sourcing and organisational performance using multiple regression analysis. The analysis was chosen because it

could predict the linear relationship between the independent and dependent variables. The values of the R-square coefficient indicate how much the variables have a positive or negative impact. A positive coefficient indicates a positive correlation between the independent and dependent variables, whereas a negative sign indicates a negative impact.

The coefficient of determination, or R-square, indicates the portion of the dependent variable's change that can be ascribed to strategic sourcing determinants. The dependent variable will always have some value since the intercept is a constant, even in the absence of an independent variable. Probability and T-statistics were used to find the same results, illustrating the broad advantages of strategic sourcing.

Table 4- 14 Variation of Variable

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	0.823 ^a	0.678	0.662	0.38232	0.678	43.114	4	82	0.000	1.853
a. Predictors: (Constant), Average Score for Communication, Average Score for Effective procurement plan, Average Score for Suppliers Development, Average Score for Long Term supplier relationship b. Dependent Variable: Average Score for Organizational Performance										

Source: Own Survey, 2023

According to the report, effective procurement strategies, long-term supplier relationships, supplier development, and communication are responsible for 67.8% of the increase in organizational performance. These factors have a significant impact on the variance of the dependent variable of organisational performance, as demonstrated by the 0.678 coefficient of determination (R-square) value.

Table 4.15 displays the results of the analysis of variance (ANOVA), where a high F ratio and probability less than 0.05 denote statistical significance. The regression model

is generally and highly predictive of organizational performance, as evidenced by the fact that it fits the data well overall and is statistically significant at $p < 0.05$.

An analysis of variance, or ANOVA, was done to determine whether the mean of one dependent variable differed significantly between the categories of another independent variable. Using an F-statistic, the significance test results for R and R² were presented in the ANOVA table. With a P-value < 0.01 and an R² that is significantly different from zero, the test result is significant and suggests that there is a relationship in the population between the independent variables (the components) and the dependent variable (organisation performance) (Field, 2006).

Table 4- 15 Regression Coefficients ^a Result

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-0.376	0.372		-1.012	0.315		
	Supplier development	0.184	0.077	0.179	2.396	0.019	0.704	1.421
	Long term supplier relationship	-0.040	0.112	-0.029	-0.360	0.720	0.598	1.673
	Effective procurement plans	0.351	0.083	0.305	4.240	0.000	0.757	1.321
	Communication	0.624	0.079	0.587	7.912	0.000	0.713	1.402

a. Dependent Variable : Organizational performance

Source: 2023 Own Survey

Table 4.16, the regression coefficient result table, may be used as a reference to write the regression equation, $OP = \alpha + \beta_1 SD + \beta_2 LTR + \beta_3 EPP + \beta_4 C + e$:

$$= 0.624 C - 0.376 + 0.184 SD + 0.04 LTR + 0.351 EPP$$

When constructing a linear regression equation, the researcher placed a lot of emphasis on the unstandardized beta coefficient. However, the standardized beta coefficient values from the beta coefficient table were also used to assess how important each independent variable was in predicting the dependent variable.

A. Beta Coefficient Standardization

Relative relevance weights, or standardized beta coefficients, are a technique for scoring comparison that is comparable to Z-scores. They are computed by taking into consideration the inter correlations among predictors and figuring out how much of a contribution each one makes to R². According to the research, effective supplier development, communication, and procurement strategy accounted for 17.9%, 30.5%, and 58.7% of the variance in organisational performance, respectively.

Employee feedback revealed that most of the variance in organizational effectiveness may be attributed to communication. Another essential component was an effective procurement strategy. An improvement in supplier development was shown to result in an increase in organizational performance of 0.81 standard deviations, making it the least important element impacting organizational success. The other parts function in a similar manner.

B. The Beta Coefficient Unstandardized

There are situations when the unstandardized beta coefficient—also referred to as "beta weights"—is used to provide information about associations between independent and dependent variables. A favourable relationship between the predictor and the outcome is indicated by a positive correlation coefficient.

Field (2006) states that a negative connection is shown by a negative coefficient. According to Pedhazur (1997), if all other factors stay the same, a β weight coefficient indicates how much of a change we would anticipate in the criterion variable (such organizational performance) with a one-unit change in the predictor variables. Among them are effective procurement strategies, communication, long-lasting supplier relationships, and supplier development. Table 4.16 demonstrates that when supplier development for the business expands by one unit, organizational performance increases by 18.4%, assuming all other aspects stay the same. Field (2006).

1.6.3 Hypothesis Testing

Hypothesis 1

H1: Supplier development influences an organization's performance.

H0: Supplier development has minimal influence on an organization's performance.

Relative relevance weights, or standardized beta coefficients, are a technique for scoring comparison that is comparable to Z-scores. They are computed by taking into consideration the inter correlations among predictors and figuring out how much of a contribution each one makes to R². An efficient procurement strategy, supplier development, and communication were found to account for 17.9%, 30.5%, and 58.7% of the variance in organizational performance, respectively, in the research. Employee feedback revealed that most of the variance in organizational effectiveness may be attributed to communication. Another essential component was an effective procurement strategy. An improvement in supplier development was shown to result in an increase in organizational performance of 0.81 standard deviations, making it the least important element impacting organizational success. The other parts function in a similar manner.

Hypothesis 2

H2: Long-term supplier connections have an influence on corporate performance.

H0: Long-term supplier connections and organizational performance are unrelated.

The study's conclusions cast doubt on the idea that adversarial relationships and long-term supplier relationships differ in that the former have a negative and insignificant effect on organisational performance.

Additionally, the research did not discover any correlation between a company's long-term supplier relationships and performance. At $p = 0.720$, the path coefficient was negative and not statistically significant. The participants expressed that cultivating

strong supplier relationships was not enough to sustain excellent organizational performance; they also deemed frequent performance evaluations and thorough supplier analysis to be essential. The results imply that long-term collaborations are not as advantageous as previously thought and that SCE has little impact on the functioning of organizations.

Hypothesis 3

H3: An effective procurement strategy has an influence on the performance of the firm.

H0: The efficacy of an organization's buying strategy influences its performance.

A successful procurement strategy has a significant impact on organisational performance, as Table 4.16 demonstrates; a 1% improvement yields a 35.1% increase. Baily (2005) provides support for this conclusion, arguing that procurement strategies ought to be grounded in clear objectives and enable the comparison, assessment, and management of actions in order to fulfil the objectives of the organisation. By proving that an efficient procurement strategy significantly improves organisational performance, the researcher rejects the null hypothesis.

Hypothesis 4

H4: Communication has an influence on organizational success.

H0: Communication has minimal influence on an organization's performance.

Table 4.16 shows that communication significantly influences organizational performance, with a 1% improvement in communication resulting in a 62.4% boost. This aligns with Krause and Ellram's (1999) findings. The value of information in partnerships between buyers and suppliers is crucial for effective joint efforts.

As a result, the researcher disproves the null hypothesis and shows how better communication and increased organisational performance are related.

Table 4- 16 Hypothesis Result

Hypothesis	Method	Test
The performance of a company is significantly and statistically benefited by supplier development.	Regression	Accepted
Long-term supplier focus offers statistically significant advantages. and noteworthy impact on the functioning of the organization	Regression	Accepted
An efficient procurement strategy significantly and statistically improves organizational performance.	Regression	Accepted
Statistics show that communication has a positive and significant impact on the performance of the organization	Regression	Accepted

Chapter Five: Summary, Conclusion, and Recommendations

5.1 Introduction

The summary, recommendations, and conclusions are all included in this chapter. The key objective of the study was to look at how strategic sourcing affected SCE's organisational performance. The research's objective was aided by the analysis of pertinent literature and the quantitative data supplied by workers who responded to a survey. The statistical software for social science (SPSS 26.0) was used to present, analyse, and interpret the survey data. As a result, the summary, conclusions, and suggestions that follow are intended for SCE personnel and researchers who wish to delve deeper into this topic, whether within the same organisation or in other domains.

5.2 Summary

The study used quantitative and qualitative research methodologies in order to investigate the link between organizational performance and strategic sourcing. Primary and secondary data were gathered and examined, with semi-structured

interviews and closed and open-ended questionnaires conducted with supply chain procurement managers, procurement coordinators, head of procurement, and eight shortlisted suppliers. Secondary data was gathered from internal reports, prequalified or short-listed memos, and other relevant information.

This study was intended to evaluate the impact that strategic sourcing practices had on Save the Children Ethiopia's (SCE) compassionate performance. Four proposed research subjects were communication, successful procurement techniques, long-term supplier partnerships, and supplier development. Documents, interviews, and questionnaires were used to gather data. With a cumulative mean of 2.659, the data demonstrated that SCE has a successful supplier development plan. With a cumulative mean of 3.1243, long-term supplier partnerships receive a good performance rating.

Six parameters were used to evaluate the procurement procedures used in SCE's strategic sourcing activities. The plan's low efficacy suggested a breakdown in communication between SCE and its suppliers. Above-average performance was indicated by the organizational performance survey, and successful procurement strategies, long-term planning, communication, supplier development, and strategic sourcing were all strongly correlated.

According to regression analysis, supplier development accounts for 18.4% of the variance in organizational performance, which validates hypothesis H1. -4% of the fluctuation is attributed to unfavourable and negligible long-term supplier ties, which contradicts hypothesis H1. As predicted by hypothesis H1, a robust procurement strategy explained 35.1% of the variance in the business's performance. The impact of communication on organizational performance was substantial, supporting hypothesis H1.

When all independent factors were added together, they accounted for 67.8% of the variance in organisational effectiveness; potential constraints contributed 32.2% of this variance. Of the variance, the four strategic sourcing criteria accounted for 67.8%. The results indicate that the effectiveness of humanitarian groups such as SCE may be markedly impacted by smart sourcing techniques.

5.3 Conclusion

This study intended to evaluate the impact of strategic sourcing tactics on the humanitarian performance of Save the Children Ethiopia (SCE). Four proposed research subjects were communication, successful procurement techniques, long-term supplier partnerships, and supplier development. Documents, interviews, and questionnaires were used to gather data. With a cumulative mean of 2.659, the data demonstrated that SCE has a successful supplier development plan. With a cumulative mean of 3.1243, long-term supplier partnerships receive a good performance rating.

Six parameters were used to evaluate the procurement procedures used in SCE's strategic sourcing activities. The plan's low efficacy suggested a breakdown in communication between SCE and its suppliers. Above-average performance was indicated by the organizational performance survey, and successful procurement strategies, long-term planning, communication, supplier development, and strategic sourcing were all strongly correlated.

According to regression analysis, supplier development accounts for 18.4% of the variance in organizational performance, which validates hypothesis H1. -4% of the fluctuation is attributed to unfavourable and negligible long-term supplier ties, which contradicts hypothesis H1. As predicted by hypothesis H1, a robust procurement strategy explained 35.1% of the variance in the business's performance. The impact of

communication on organizational performance was substantial, supporting hypothesis H1. All independent factors combined accounted for 67.8% of the variance in organisational effectiveness; potential constraints made up 32.2% of the variance. Of the variation, 67.8% could be explained by the four strategic sourcing criteria. The results indicate that the effectiveness of humanitarian groups such as SCE may be markedly impacted by smart sourcing techniques.

5.4 Recommendations

The research suggests that Save the Children Ethiopia (SCE) needs to assess its current sourcing procedures and make necessary changes to fully benefit from strategic performance. The study found that Ethiopia's organizational performance and sourcing practices are moderate, highlighting the importance of communication and long-term relationships. Ethiopia should focus on long-term frameworks or contractual arrangements with prequalified suppliers to foster communication and information sharing. Strengthening strategic sourcing practices that have the highest correlation with performance metrics, such as supplier development, quality, minimum cost, information sharing, and efficient procurement planning, is crucial. The research also highlights the importance of procurement plan development for organizational performance, suggesting that all stakeholders should be included in the planning stage and a procurement strategy should be created, including supplier selection, sourcing, and procurement techniques. Adhering to the plan strictly is essential for achieving cost, quality, and overall performance goals.

To fully capitalize on the strategic performance of the sourcing process, SCE Ethiopia suggests analysing its existing sourcing processes and making necessary modifications. Planning should involve all stakeholders, and a procurement plan should outline

sourcing methodologies. Establishing framework agreements or long-term contractual relationships with prequalified or selected suppliers will emphasize information sharing and communication enhancements along with long-term orientation.

5.5 Suggestion for further study

The study's main limitation is its lack of organizational performance statistics, which the company withholds from external authorities, limiting its ability to explore the impact of strategic sourcing on a business's financial performance, necessitating further investigation into other organizations.

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Annexes

Annex I

Employees of Save the Children Ethiopia are required to fill out this questionnaire.

Dear Respondent,

From the Addis Ababa University School of Commerce, I'm Samrawit Girma.

This survey aims to collect information on the “Effects of Strategic Sourcing Practices on Organizational Performance: (The Case of Save the Children International Ethiopia)”.

The completion of this study counts towards the master's degree in supply chain management and logistics, which is partially fulfilled. I would like to ask for your assistance and cooperation in answering the questionnaire with your most truthful and accurate responses in order to guarantee the research's success.

Your responses to this questionnaire will be kept private and used exclusively for academic purposes. The confidentiality of those who answer this questionnaire is assured, and the results will only be shared in aggregate form.

I appreciate your cooperation and time in advance!

General Instruction

- You can omit writing your name
- Please mark () the option that best fits the available space.
- Please attempt to honestly describe in response to questions that ask for your opinion using the space provided.

Samrawit Girma

E-mail: girmasamri3832@gmail.com

Addis Ababa, Ethiopia

PART I: Demographic Information

1. **Educational Qualification:**

College Diploma

First Degree

Second Degree (Msc, MA).

PhD and Above

2. **Years of service**

1–3-year

4-7 year

8-10 years

Above 10

years

3. **Current Position** _____

PART I: Main Questionnaires

Please tick the appropriate number to indicate the extent to which you agree or disagree with each the following statement based on your experience working in this organization. The item scales are five-point Likert type scales with 1 = no extent, 2 = low extent, 3 = moderate, 4 = great extent, 5 = very high extent

S/N	Variables	Rating Scale				
		SD (1)	D (2)	N (3)	A (4)	SA (5)
A.	Supplier Development					
1.	Conducting regular visits to check Supplier capabilities					
2.	Efficiently utilize the donor capability in terms of supplier development.					
3.	High level of strategic partnership with suppliers					
4.	Collaborating with key suppliers in goods or services improvement					
5.	Effective use suppliers' performance measurement systems					

6.	Proactively identify, engage & encourage local suppliers in sourcing where the opportunity exists					
7.	Improving suppliers' capability through building relationships, sharing best practice, and training or upskill					
B.	Long-term supplier relationships					
1.	Interacting with key suppliers for long lasting					
2.	Having long-term contractual great extentments with key suppliers.					
3.	Motivation and rewards for satisfactory suppliers					
4.	Perennial relationships having with key suppliers.					
5.	Supplier performances measures every quarterly or annually					
C.	Effective procurement plan					
1.	Jointly preparing procurement planning with concerned departments.					
2.	Procurement planning is an integral part of the organization's strategic planning.					
3.	Smoothly executing the procurement plan					
4.	Purchase requests are respond as the plan					
5.	There are no emergency purchases in SCE.					
6.	The procurement process a head as per the plan					
D.	Communication					
1.	Suppliers are provided with any information that might help them.					

2.	Exchange of information takes place frequently, informally and/or in a timely manner.					
3.	We keep each other informed about events or changes that may affect the other party.					
4.	Existence of Suitable platform to receive Customers complaints					
5.	Customer's Compliant resolve on time					
6.	Debrief or notify unsuccessful suppliers on timely manner.					
E.	Organizational Performance					
1.	Strategic sourcing initiatives have significantly contributed to cost reduction within our organization					
2.	The quality of products/services obtained through strategic sourcing is noticeably improved compared to previous procurement methods					
3.	Strategic sourcing has effectively improved supplier performance in terms of on-time delivery, responsiveness, and overall satisfaction					
4.	Assuring volume flexibility due to strategic sourcing practice.					
5.	strategic sourcing has helped mitigate supply chain risks and disruptions within the organization					

6.	Strategic sourcing improved the speed and efficiency of procurement processes.					
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Final comments:

- a) What thoughts do you have regarding the results of strategic sourcing SCE?

- b) Do you have any feedback regarding SC's organizational performance?

Annex II

Interview question for Supply chain procurement manager, head of procurement, procurement coordinators

1. How would you characterize the company's overall supply chain management procedures?
2. Do you have a long-term, strategic relationship with your suppliers? How long have you been their customer? Exists a system for collaborative planning, evaluating performance, and recognizing top suppliers?
3. How can you handle customer relationships? Track their contentment, meet deadlines, deliver work up to par, introduce innovative building and design concepts, and collaborate on joint planning?
4. How much communication is there with suppliers and customers? Exchange of market data, consistent network procurement, regular customer contact, etc.?
5. Does the business have a system in place to assess how SCM practices affect organizational and operational performance?
6. Would you like to take on any challenges pertaining to the company's strategic sourcing practices?

Interview question for Shortlisted suppliers

1. How do you see the relationship between SCE and your company?
2. Do you and SCE have a long-term, strategic relationship based on cooperation, joint planning, and risk sharing?
3. Do you believe that when choosing suppliers, SCE prioritizes material quality over lowest cost?
4. Is the material supply forecast and other information shared with SCE accurate, timely, and sufficient?
5. Do your grievances get resolved quickly?
6. In comparison to other companies, does your company encounter any challenges in its relationship as a supplier to SCE?

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