

Effectiveness of Warehouse Management Practices

Table 6 shows the respondents level of agreement on the effectiveness of warehouse management practices in NELSAP-CU Rusumo Project.

Table 6: Effectiveness of Warehouse Management

Response Item	N	Min.	Max.	Mean	SD
We use shelving and rack systems for our inventories	52	1	5	4.038	1.455
Enrollment in local colleges, 2005					
College	New students	Graduating students	Change		
<i>Undergraduate</i>					
Cedar University	110	103	+7		
Elm College	223	214	+9		
Maple Academy	197	120	+77		
Pine College	134	121	+13		
Oak Institute	202	210	-8		
<i>Graduate</i>					
Cedar University	24	20	+4		
Elm College	43	53	-10		
Maple Academy	3	11	-8		
Pine College	9	4	+5		
Oak Institute	53	52	+1		
Total	998	908	90		

Source: Fictitious data, for illustration purposes only

Source: Primary Data, (2021)

As Table 6 shows, it is observed in item 5 that majority respondents agreed that they used shelving and rack systems for our inventories in NELSAP-CU Rusumo Project (Mean=4.038; SD=1.455). In item 6, majority respondents also agreed that inventory control software is used in NELSAP-CU Rusumo Project (Mean=4.596; SD=0.891). The response is similar in item 7 where majority agreed that inventory moving equipment was effectively used in NELSAP-CU Rusumo Project (Mean=4.481, SD=1.019). However, item 8 shows that respondents disagreed that shipping supplies for orders made were fulfilled (Mean=2.885; SD=1.987) thus indicating flaws in the management of materials delivery for the project.

Furthermore, item 9 shows that respondents agreed that security to protect stored inventories was effectively provided (Mean=4.981; SD=0.139). In the same tone, item 10 shows that majority also agreed that access to cost-effective warehousing facilities for NELSAP-CU Rusumo Project was guaranteed (Mean=4.615; SD=1.051). It is worth to note that despite the flaws identified in item 8, the above findings indicate that warehouse management practices in NELSAP-CU Rusumo Project were highly effective.

Effectiveness of Inventory Management Practices

Table 7 shows the respondents level of agreement on the effectiveness of inventory management practices in NELSAP-CU Rusumo Project.

Table 7: Effectiveness of Inventory Management Practices

Response Item	N	Min.	Max.	Mean	SD
There is effective inventory planning and control	52	1	5	4.365	1.138
Inventory management controls inventory-related costs	52	1	5	4.538	1.019
There are guidelines to monitor the use of inventories	52	1	5	4.75	0.837

There are security measures against theft and pilferage	52	4	5	4.981	0.139
The inventory management systems are automated	52	1	5	4.462	0.979
The firm adopts best practices for inventory management	52	1	5	4.5	1.057
The firm focuses on inventory optimization	52	1	5	3.904	1.347

Source: Primary Data, 2021

Table 7, items 11 and 12 show that majority respondents agreed that there was effective inventory planning and controls (Mean=4.365; SD=1.138) and that inventory management practices controlled inventory-related costs in order to improve efficiency (Mean=4.538; SD=1.019). Similarly, item 13 shows that majority also agreed that there were guidelines to monitor the use of inventories (Mean=4.750; SD=0.837). Furthermore, item 14 reveals that majority also agreed that there were security measures against theft and pilferage in NELSAP-CU Rusumo Project (Mean=4.981; SD=0.139).

In item 15, it is further observed that majority respondents revealed that the inventory management systems in NELSAP-CU Rusumo Project were automated to improve efficiency (Mean=4.462; SD=0.979). Regarding good practices, item 16 shows that majority respondents also said that NELSAP-CU Rusumo Project adopts best practices for inventory management (Mean=4.500; SD=1.057). Lastly, item 17 reveals that majority also agreed that NELSAP-CU Rusumo Project focuses and prioritizes inventory optimization (Mean=3.904; SD=1.347), thus reducing inventory wastage. The above findings suggest that IM practices in NELSAP-CU Rusumo Project were effective thus improving the potential for better operational performance.

Effectiveness of Transport Management Practices

Table 7 shows the respondents level of agreement on the effectiveness of transport management practices in NELSAP-CU Rusumo Project.

Table 8: Transport management

Response Item	N	Min.	Max.	Mean	SD
The firm considers the various regulations in selecting its transportation modes	52	1	5	4.462	1.056
The firm consults stakeholders in the transport network and route planning	52	1	5	2.038	1.137
The firm has adopted containerization	52	1	5	4.731	0.843
The firm has adequate transport facilities	52	4	5	4.981	0.139

Source: Primary Data, 2021

Table 8 item 18 shows that majority respondents agreed that NELSAP-CU Rusumo Project considers the various regulations in selecting its transportation modes (Mean=4.462; SD=1.056). But item 19 shows that majority respondents (Mean=2.038; SD=1.137) disagreed with the statement that NELSAP-CU Rusumo Project consulted stakeholders in the transport network and route planning. Furthermore, it is observed in item 20 that majority respondents (Mean=4.731; SD=0.843) also agreed that NELSAP-CU Rusumo Project has adopted containerization to minimize bulkiness of inventory. Lastly, item 21 also reveals that majority respondents (Mean=4.981; SD=0.139) agreed that NELSAP-CU Rusumo Project has adequate transport facilities. The above findings suggest that transport management practices in NELSAP-CU Rusumo Project were effective thus improving the distribution of inventories in the supply chain.

Operational Performance of NELSAP-CU Rusumo Project

Table 9 shows the respondents level of agreement regarding the operational performance of NELSAP-CU Rusumo Project.

Table 4.8: Operational Performance

Response Item	N	Min.	Max.	Mean	SD
There is a quick response to clients requests	52	4	5	4.962	0.194
There is good communication with clients	52	4	5	4.769	0.425
There is fair treatment of the customers while serving them	52	2	5	4.731	0.63
We operate with reduced errors	52	1	5	2.635	1.284
We have better tracking systems for purchase orders	52	1	5	4.404	1.257
Our ordering processes are streamlined	52	1	5	3.904	1.587

Source: Primary Data, 2021

As Table 9 shows, item 22 shows that majority respondents (Mean=4.962; SD=0.194) agreed that there was quick response to clients requests, thus indicating effective customer service. Similarly, item 23 shows that majority respondents (Mean=4.769; SD=0.425) agreed that there was good communication with clients, while it is also observed in item 24 that majority respondents (Mean=4.731; SD=0.630) agreed that there was fair treatment of the customers during customer service processes.

However, item 26 shows that fewer respondents (Mean=2.635; SD=1.284) agreed that NELSAP-CU Rusumo Project operated with reduced errors, thus indicating optimal resource usage and reduction of pilferage. Additionally, item 27 reveals that majority respondents (Mean=4.404; SD=1.257) agreed that NELSAP-CU Rusumo Project had better tracking systems for purchase orders and goods delivery. Similar observations in item 28 demonstrated that majority respondents (Mean=3.904; SD=1.587) agreed that NELSAP-CU Rusumo Project's ordering processes were streamlined. The above findings suggest that on most indicators, operational performance in NELSAP-CU Rusumo Project was effective and satisfactorily.

Inferential Statistical Analysis

The inferential statistical analysis for this study is based on the multiple linear regression (MLR) model which shows how changes in independent variables result into changes in the dependent variable. MLR analysis was used to determine the significance of the relationship between logistics management and operational performance of NELSAP-CU Rusumo Project. The predictor variables are warehouse management practices (X_1), inventory management practices (X_2) and transport management practices (X_3) while operational performance (Y) is the outcome or independent variable.

Regression Statistics

The MLR statistics in Table 10 shows the relationship between logistics management practices and operational performance of NELSAP-CU Rusumo Project.

Multiple R	0.552
R Square	0.305
Adjusted R Square	0.261
Standard Error	0.258
Observations	52

Source: Microsoft Excel (2010)

As Table 10 shows, it can be observed that there is a moderate multiple correlation of 0.552 (55.2%) between logistics management and operational performance NELSAP-CU Rusumo Project. Furthermore, the Adjusted R Square of 0.261 shows that logistics management can explain 26.1% of the variation in operational performance practices.

Analysis of Variance

The analysis of variance (ANOVA) in Table 11 shows whether the regression model predicts the outcomes very well.

	Df	SS	MS	F	Significance F
Regression	3	1.402	0.467	7.011	0.001
Residual	48	3.199	0.067		
Total	51	4.601			

Source: Microsoft Excel (2010)

Observations from the analysis of variance in Table 11 indicate that the regression model is statistically significant ($P=0.001<0.05$) at 5% level of significance. Therefore, since the p-value is less than 0.05, it is worth to conclude that the regression model used predicts the outcomes significantly well.

Regression Coefficients

The coefficients results indicated in Table 12 are used to determine the significance of different independent variables on the outcome variable and to test the research hypotheses.

Table 12: Regression Coefficients

	Coefficients	SE	t Stat	P-value	CI Lower 95%	CI Upper 95%
Intercept	4.151	0.576	7.204	0.000	2.992	5.309
Warehouse Mgt	-0.208	0.054	-3.870	0.000	-0.316	-0.100
Inventory Mgt	0.230	0.121	1.907	0.063	-0.013	0.472
Transport Mgt	0.003	0.096	0.029	0.977	-0.190	0.196

Source: Microsoft Excel (2010)

The multiple linear regression's test of significance results shows that all the predictor variable of warehouse management (X_1) had a negative and statistically significant effect on operational performance, while inventory management (X_2) and transport management (X_3) had positive but not statistically significant effect on operational performance of NELSAP-CU Rusumo Project.

Hypotheses Testing

Hypothesis 1

The first hypothesis stated that warehousing management has no statistically significant effect on the operational performance of NELSAP-CU Rusumo Project. However, the regression analysis in Table 4.11 shows that warehouse management (X_1) had a negative ($\beta_1 = -0.208$) and statistically significant ($p = 0.000 < 0.05$) effect on the operational performance of NELSAP-CU Rusumo Project at a 5% level of significance. Therefore, we fail to accept the first hypothesis by stating that warehousing management has a statistically significant effect on the operational performance of NELSAP-CU Rusumo Project

Hypothesis 2

The second hypothesis stated that inventory management has no statistically significant effect on the operational performance of NELSAP-CU Rusumo Project. This is confirmed by the regression analysis in Table 4.11 which shows that inventory management (X_2) had a positive ($\beta_2 = 0.230$) but not statistically significant ($p = 0.063 > 0.05$) effect on the operational performance of NELSAP-CU Rusumo Project at a 5% level of significance. Therefore, we fail to reject the second hypothesis by restating that inventory management has no statistically significant effect on the operational performance of NELSAP-CU Rusumo Project.

Hypothesis 3

The third hypothesis stated that transport management has no statistically significant effect on the operational performance of NELSAP-CU Rusumo Project. This hypothesis is corroborated by the regression analysis in Table 4.11 which shows that transport management (X_3) had a positive ($\beta_3 = 0.003$) but not statistically significant ($p = 0.977 > 0.05$) effect on the operational performance of NELSAP-CU Rusumo Project at a 5% level of significance. Therefore, we fail to reject the third hypothesis by restating that transport management has no statistically significant effect on the operational performance of NELSAP-CU Rusumo Project.

x. Discussion of Findings

Logistics management is an important function that enhances the effectiveness and distribution of resources across the organization's supply chain to improve efficiency and performance. However, some empirical literature suggests that in certain circumstances that are organizational-specific, logistics management practices have produced mixed results in regard to performance. This section provides a discussion of the main findings from the research and links them with literature outcomes.

The first objective aimed at examining the effect of warehousing management on the operational performance of NELSAP-CU Rusumo Project. Findings shows that warehouse management had a negative ($\beta_1 = -0.208$) and statistically significant ($p = 0.000 < 0.05$) effect on the operational performance of the project at a 5% level of significance. This indicates that a unit change in warehouse management diminishes the operational performance of NELSAP-CU Rusumo Project by 20.8%. This finding is consistent with David (2013) whose study on third-party logistics in distribution efficiency delivery for fast-moving consumer goods in Kenya revealed that there was a 36% increase in operational efficiency of the surveyed firms as a result of efficient warehouse management for consumer goods. However, Emberson (2016) observed that warehouse management did not have a significant effect on firm performance in Nigeria.

The second objective was to analyze how inventory management affects the operational performance of the NELSAP-CU Rusumo Project. However, it is observed that inventory management had a positive ($\beta_2 = 0.230$) but not statistically significant ($p = 0.063 > 0.05$) effect on the operational performance of the project at a 5% level of significance. This is in sharp contrast with Adeyemi and Salami (2010) whose study on inventory management practices in Coca-Cola Bottling Company, Ilorin plant in Nigeria revealed that inventory management practices significantly improved the firm's operational efficiency and performance. It was observed that when the firm

automated its inventory management processes, there was a 17% improvement in operational efficiency which was statistically significant at a 5% level.

The third objective assessed the effect of transport management on the operational performance of the NELSAP-CU Rusumo Project. However, the regression analysis shows that transport management had a positive ($\beta_3=0.003$) but not statistically significant ($p=0.977>0.05$) effect on the operational performance of NELSAP-CU Rusumo Project at a 5% level of significance. Nevertheless, Spillan (2014) in his empirical study on logistics and supply chain process and competitive advantage used a regression analysis to model the effect of transport management on operational efficiency of firms in Poland. The findings revealed that effectiveness of transport management contributed up to 21.8% of the firms' performance and the effect was statistically significant at a 5% level of significance. In contrast, however, Palevich (2015) found that there was no effect of transport management on operational performance in the healthcare sector.

xi. Summary of Major Findings

Warehouse Management and Operational Performance of NELSAP Rusumo Project

Descriptive analysis shows that warehouse management practices in NELSAP-CU Rusumo Project were highly effective due to the high level of agreement with the research constructs. It is observed that NELSAP-CU Rusumo Project used shelving rack systems and inventory software for their inventories in order to avoid waste and spoilage and to enhance storage efficiency. Similarly, the project further used inventory-moving machinery to enable quick movement of supplies from the supply chain for use in the production and construction process. In regard to inventory safety, it is observed that security to protect stored products was effectively provided, thus protecting the project resources from loss. However, the regression analysis shows that warehouse management had a negative ($\beta_1= -0.208$) and statistically significant ($p=0.000<0.05$) effect on the operational performance of NELSAP-CU Rusumo Project at a 5% level of significance.

Inventory management and operational performance of NELSAP Rusumo Project

The descriptive analysis shows that inventory management practices were generally effective as respondents appreciated that inventories were efficiently and optimally handled and monitored to ensure proper management and utilization. It is observed that NELSAP-CU Rusumo Project conducted effective planning and control of inventories to ensure that what the project needed for daily operations were available at the right place, right time and right quantity. Furthermore, the presence of security measures has protected the inventories from theft and vandalism thus improving the inventory efficiency of NELSAP-CU Rusumo Project.

The firm has adopted inventory benchmarking practices and this has ensured smooth functioning of the inventory management process. The practice of inventory optimization as enabled the firm to have the right materials to meet construction targets while reducing inventory holding costs, thus indicating that the project accounts for supply and demand volatility. Despite the effectiveness of inventory management, the regression analysis shows that this function had no statistically significant ($p=0.063>0.05$) effect on the operational performance of NELSAP-CU Rusumo Project at a 5% level of significance.

Transport Management and operational Performance of NELSAP Rusumo Project

Descriptive analysis regarding inventory movement shows that transport management for project inventories was an effective function in the organization because materials could be easily transported from one place to another to facilitate construction processes. The firm involves key stakeholders in transport planning to ensure that alternative perspectives are exhausted which gives the project management a chance to select the best transport option. In situation where logistics are bulky, NELSAP-CU Rusumo Project considers containerization to ensure efficient transportation to the construction site. Despite the effectiveness of transport management, the regression analysis shows that transport management had no statistically significant ($p=0.977>0.05$) effect on the operational performance of NELSAP-CU Rusumo Project at a 5% level of significance.

xii. Conclusions

The study was conducted on the effect of logistics management practices on operational performance of multinational corporations in Rwanda using the case of NELSAP-CU Rusumo Project. The study was based on the hypotheses that warehouse management (H_01) inventory management (H_02) and transport management (H_03) have no statistically significant effect on operational performance of NELSAP-CU Rusumo Project. From the regression analysis, observations show that warehouse management had a negative ($\beta_1= -0.208$) and statistically significant ($p=0.000<0.05$) effect on the project operational performance at a 5% level of significance. This indicates strong evidence against the first hypothesis.

However, inventory management ($p=0.063>0.05$) and transport management ($p=0.977>0.05$) show no statistically significant effect on the project operational performance at a 5% level of significance. These indicate a weak evidence to reject the second and third hypotheses. It is worth to note that there is inefficiency in fulfilling shipping supplies orders, stakeholders' consultation during transport network and route planning. High operational error rates were also observed. These present potential for hampering project's operational efficiency.

Logistics management remains a critical function for enhancing operational performance of firms since it improves warehouse management, inventory management and transport efficiency for both inbound and outbound materials.

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