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### Hypothesis 3

The third null hypothesis ( $H_{03}$ ) stated that commitment has no statistically significant effect on production performance in Inyange Industries Limited between 2018 and 2021. However, the regression coefficient ( $\beta_3=0.402$ ; with  $p=0.000<0.05$  at a 5 percent significance level) shows that commitment ( $X_3$ ) had a positive and statistically significant effect on production performance in Inyange Industries Limited in the period covered by this study. Hence, the researcher rejects the third null hypothesis and adopts the third alternative hypothesis ( $H_{a3}$ ) by stating that: *Ha3: Commitment has a statistical significant and positive effect on production performance in Inyange Industries Limited between 2018 and 2021.*

### vii. Discussions of Findings

Supplier relationship management has been commended by this study for improving Production performance through better trustworthy, mutual goals and commitment functions. However, the findings are varied. Some empirical literature (Ondiek, 2019; Monday, 2018) suggest that supplier relationship management has not worked in isolation of other factors. While Zsidisin and Ellram, (2011) suggested that production performance functions are costly to most manufacturing firms as they involve high wastage production and unpredictable costs. This section provides a discussion of the main findings from the research and links them with findings from the selected empirical literature. The first objective focused on assessing the effect of trust on production performance of Inyange industries Ltd. Findings show that customers were satisfied with Inyange industries Ltd's partnership process because it improved service delivery and the bond between suppliers and Inyange Industries Ltd. This observation explain that Trust is consistent a commitment to trust on an exchange partner in which the enterprise has assurance Maestrini, Luzzini, Maccarrone and Caniato, (2017) meaning of trust is a probability about exchange partnership that results from partner's reliability, intentionality, and expertise. Trust plays an important role in making interaction and long-term relationship formation Ali, Bentley and Cao (2016).

It loads importantly on two performance results: Financial performance (Financial returns and Profitability) and Customer Performance (Satisfaction and Loyalty). Trust is also seen as the expansion to which an enterprise trust that its exchange partner is trustworthy and/or benevolent or some alternative, the popularity of supply chain partnerships has extended over the last few decade with an increasingly benefit in the role of trust in assisting the relationship. The second objective concentrated on examining the effect of mutual goals on production performance of Inyange industries Ltd. It is observed that data exchange and collaboration efforts to develop supplier capabilities as pillars of supplier capabilities with regards to technology, cost, delivery and quality.

It also promotes continuous development. This finding is corroborated by Burnet (2012) who stated that the major elements that describe successful supplier development would constitute, but not limited to: improving and integrating, processes and activities, long-term relationship and continuous cooperation, mutual benefits as an outcome of any improvement efforts, and obvious structure for both firms with concern to cost, Profit and price. Moreover, successful relationship in manufacturing positioning are assigned by supplier development, technology sharing and cost savings Hughes and Jonathan (2010) determined that purchasing company should treat their suppliers as partners. Kosgei and Gitau (2016) discussed that investments in supplier relationship will share the productivity profits.

The third objective drew attention towards assessing the role of commitment of supplier relationships management on production performance of Inyange industries Ltd. It was observed that maintaining commitment in the manufacturer supplier relationship has been established to accrue various benefits such as: increased willingness in conducting operations, increased positivity, increased investment, reduced selflessness and increased personal effectiveness hence resulting in improved performance in procurements. This corroborates the findings by Heikkila, (2012). Who demonstrated that commitment builds trust as the supplies are conducted with the individuals having internal motivation.

Furthermore, a company's ability to strategically position suppliers in such way as to comprehend the profits of both the expansion as well as the partner types may be the major key to future competitive improvement in supply



chain management (Cox 2001) and thus signifies a strategic advance for firms with a huge number of suppliers. (Zsidisin & Ellram, 2001) discusses that relationship with chosen suppliers result in common advantages such as long-term competitive advantages, productivity improvement, reducing overall cost, flexibility to cope with changes, and enhance customer satisfaction in the market place. Lastly, it was also observed that not every supplier succeeds for the same level of attachment in such a system companies should strategically commit to each supplier to identify which suppliers are better positioned to deliver the greatest return to the company through closer cooperation, other than having a “one size fits all” approach for supplier management.

#### **Findings on Trust on Production Performance of Inyange Industry Company**

From the findings shows that the respondents agreed to a great extent ( $3.487 \leq \text{mean} \leq 4.254$ , with a significant standard deviation) the firm enhances trust in supplier partnership, there is a direct trust between manufacturers and its suppliers, the regular contact between manufacturers and the suppliers is easier to manage, there is constant sharing of information, the firm enhances open communication between manufacturers and suppliers, there is meaningful and timely information between firms and suppliers, the firm treats suppliers as allies and close friends, there is trust between Inyange and its supplier. The manufacturing industries periodically evaluates the importance of its relationship with suppliers, it is therefore apparent that manufacturing firms realize the importance to embraces manufacturer-supplier relationship management strategies. The study above indicates that respondents agreed that there is suppliers and manufacturer partnership. It is clear that suppliers and manufacturers partnership affects manufacturing industry's production performance.

#### **Findings on Mutual Goals on Production Performance of Inyange Industries Limited**

The respondents agreed to a very great extent ( $4.354 \leq \text{mean}$ , with a significant standard deviation) there is mutual goals making on matters of common interest, the respondents also agreed to a great extent ( $3.54 \leq \text{mean} \leq 4.225$  with a significant standard deviation) there is a well establish supplier partnership in the firm, Manufacturer/supplier collaboration enhances production performance, there is mutual support for both manufacturers and suppliers, the partnership between manufacturers and suppliers ensures efficiency in production operations, there is a well establish supplier partnership in the firm.

This shows that mutual goals that would greatly strengthen both intra and inter organizational integration and be the key to a seamless supply chain performance. The study also established manufacturer-supplier relationship geared towards meeting efficiently and effectively the production performance. It clear that manufacturing industries face challenges in implementation of supply relationship management practices. Manufacturing industries' encounters a challenge when seeking partnerships with its suppliers due to completion issues and lack of goodwill. It is apparent that mutual goals affect production performance.

#### **Findings on the Role of Commitment of Supplier Relationships Management and Production Performance of Inyange Industries**

From the findings shows that the respondents agreed to a very great extent ( $4.411 \leq \text{mean} \leq 4.621$ , with a significant standard deviation on the responses). This means that the manufacturing firms have commitment to supplier's strategy in place with an overall mean of (4.41). In general, the adoption of commitment maybe appropriate in the following conditions: innovative products; products with high monetary density, high specialization and wide range; markets characterized by long delivery time, low delivery frequency and high demand uncertainty; and manufacturing or logistics systems with small economies of scales and no need for special knowledge.

#### **vii. Recommendations**

The study concludes that though supplier relationship and manufacturer segmentation are practiced to a certain extent, they do have significant association with performance of industries. Only information sharing showed statistically significant association with performance and thus increasing information sharing were more likely to result in improved performance. From the conclusions, the study recommends the following. The study recommends the need for manufacturing industries to develop clear supplier development programs. This will enable firms to engage in activities that improve the performance of suppliers thus resulting in better performance of these industries. As in the findings of objective one, performance of industries may be further improved by engaging in supplier development activities. The study also recommends that industries should strategically manage their supply base on the basis of value of spend or nature of items being purchased. This will enable the firms to categorize their suppliers and thus proper treatment accorded to every supplier based on their importance.

Information sharing was found to increase performance of manufacturing firm. It is therefore recommended that manufacturing industries should share important information with its suppliers in order to improve on their performance. Manufacturing industries are also advised to adopt the practices that are currently adopted at a very small extent because they can significantly improve Production performance from the current position.

### viii. Conclusions

From the findings above, the researcher concludes that relationship among the manufacturer and supplier partnership is proportional to the information symmetry that exists. Also, from the findings in section four above, conclusions are made that partnerships with manufacturers and suppliers enable organizations to operate more efficiently. Manufacturer-Supplier relationship aligned organizations can work closely together and eliminate wasteful time and effort. It is therefore clear that the partnership emphasizes long-term relationship between trading partners and “promotes mutual planning and problem solving efforts”.

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