

**ANALYSIS OF QUALITY MANAGEMENT STRATEGIES ON PERFORMANCE OF
PHARMACEUTICAL MANUFACTURING COMPANIES: A CASE OF ABACUS
PARENTERAL DRUGS LIMITED**

PETER MASWERE



**A PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS
FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION DEGREE IN STRATEGIC MANAGEMENT
OF MOUNT KENYA UNIVERSITY**

SEPTEMBER 2022

DECLARATION AND APPROVAL

Declaration by student:

This exploration project is my unique work and has not been introduced for a degree in some other College or for some other honor.

NAME: PETER MASWERE

REG. No. MBA/2017/63221

Sign:



Date: 01/11/2022

Approval by Supervisor:

I affirm that the work announced in this exploration project was done by the Understudy under my supervision.

Name: Dr. EVANS NYAMBOGA

Signature:



Date: 01/11/2022

School of Business and Economics

Mount Kenya University

DEDICATION

I dedicate this work to Mr. ANANTHARAMAN NAGARAJAN, who inspired and encouraged me to pursue this degree and my family for constant support.



ACKNOWLEDGEMENTS

I would like to thank my supervisor, Dr. Evans Nyamboga, for his technical assistance, direction, and counsel during the composition of this research project.



TABLE OF CONTENTS

| | |
|--|----|
| DECLARATION AND APPROVAL..... | 1 |
| DEDICATION | 2 |
| LIST OF TABLES | 8 |
| LIST OF FIGURES | 9 |
| LIST OF ABBREVIATIONS AND ACRONYMS | 10 |
| ABSTRACT | 11 |
| CHAPTER ONE..... | 11 |
| INTRODUCTION | 12 |
| 1.1 Introduction | 12 |
| 1.2 Background to the Study | 12 |
| 1.2.1 Theoretical Perspective..... | 13 |
| 1.2.2 Conceptual Perspective..... | 14 |
| 1.2.3 Contextual Perspective | 15 |
| 1.2.4 Pharmaceutical Industry in Uganda..... | 15 |
| 1.2.5 Profile of Abacus Parenteral Drugs Limited | 16 |
| 1.3 Statement of the Problem | 16 |
| 1.4. Purpose of the Study..... | 17 |
| 1.5 Objectives of the study | 17 |
| 1.6 Research Questions | 18 |
| 1.7 Significance of the Study..... | 18 |
| 1.8 Justification of the Study | 18 |
| 1.9 Scope of the Study..... | 18 |
| 1.10 Limitations of the research | 19 |
| 1.11 Delimitations of the study | 19 |

| | |
|---|----|
| 1.12 Operational Definitions of Key Terms | 20 |
| CHAPTER TWO..... | 21 |
| LITERATURE REVIEW | 21 |
| 2.1 Introduction | 21 |
| 2.2 Theoretical Review..... | 21 |
| 2.2.1 Resource Based View Theory | 21 |
| 2.2.2 Value Chain Theory..... | 21 |
| 2.2.3 Joseph Juran’s Theory | 22 |
| 2.3 Empirical Review | 24 |
| 2.3.1 Technology and Performance of Pharmaceutical Manufacturing Companies | 24 |
| 2.3.2 On-Time Delivery and Performance of Pharmaceutical Manufacturing Companies..... | 26 |
| 2.3.3 Customer Focus and Performance of Pharmaceutical Manufacturing Companies | 28 |
| 2.3.4 Training and Development and Performance of Pharmaceutical Firms..... | 30 |
| 2.4 Conceptual Framework..... | 33 |
| 2.4.1 Summary of the Variables | 34 |
| 2.5 Research Gap..... | 35 |
| CHAPTER THREE | 36 |
| RESEARCH METHODOLOGY | 36 |
| 3.1 Introduction | 36 |
| 3.2 Research Design | 36 |
| 3.3 Location of the Study | 36 |
| 3.4 Target Population | 36 |
| 3.5 Sampling Procedures and Techniques | 37 |
| 3.6 Sample Population..... | 37 |
| 3.7 Construction of Research Instruments..... | 38 |

| | |
|--|----|
| 3.8 Testing for Validity and Reliability of Research Instruments | 38 |
| 3.9 Data Collection Methods, Instruments and Procedure | 38 |
| 3.9.1 Data Collection Methods | 38 |
| 3.9.2 Data Collection Tool | 39 |
| 3.9.3 Procedure of Data Collection | 40 |
| 3.10 Data Analysis..... | 40 |
| 3.11 Ethical Considerations..... | 40 |
| CHAPTER FOUR | 41 |
| PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS | 42 |
| 4.1 Introduction | 42 |
| 4.2 Response Rate | 42 |
| 4.3 Demographic Characteristics..... | 42 |
| 4.3.1 Gender of respondents..... | 42 |
| 4.3.2 Age of respondents | 43 |
| 4.3.3 Education..... | 44 |
| 4.3.4 Years in service | 45 |
| 4.4 Descriptive Statistics | 47 |
| 4.5 Inferential Statistics | 53 |
| 4.5.1 Technology and Organizational Performance | 54 |
| 4.5.2 On-time Delivery and Organizational Performance..... | 55 |
| 4.5.3 Customer Focus and Organizational Performance | 56 |
| 4.5.4 Training and Development and Organizational Performance | 57 |
| 4.6 Conclusion..... | 57 |
| CHAPTER FIVE | 59 |
| DISCUSSION OF FINDINGS, CONCLUSION AND RECOMMENDATIONS..... | 59 |

| | |
|---|----|
| 5.1 Introduction | 59 |
| 5.2 Discussion of findings | 59 |
| 5.2.1 Influence of technology quality on organizational performance | 59 |
| 5.2.2 Influence of on-time delivery and organizational performance | 61 |
| 5.2.3 Influence of customer focus on organizational performance | 62 |
| 5.2.4 Influence of training and development on organizational performance | 64 |
| 5.3 Conclusion | 64 |
| 5.4 Managerial, policy and theoretical implication | 65 |
| 5.5 Recommendations | 66 |
| 5.6 Limitations of the research | 67 |
| 5.7 Area for further research..... | 67 |
| REFERENCES | 69 |
| APPENDICES | 78 |
| Appendix I: INTRODUCTION LETTER | 78 |
| Appendix II: QUESTIONNAIRE | 79 |
| Appendix III: INTERVIEW GUIDE..... | 83 |

LIST OF TABLES

| | |
|--|----|
| Table 1 Target Population | 36 |
| Table 2: Sample Population..... | 37 |
| Table 3: Gender of respondents..... | 43 |
| Table 4: Highest level of Education | 45 |
| Table 5: Descriptive Statistics in relation to Technology Quality..... | 47 |
| Table 6: Descriptive Statistics in relation to On-time Delivery | 49 |
| Table 7: Descriptive Statistics in relation to Customer Focus..... | 50 |
| Table 8: Descriptive Statistics in relation to Training and Development..... | 52 |
| Table 9: Pearson Correlation Analysis between Technology and Organizational performance | 54 |
| Table 10: Pearson Correlation Analysis between On-time Delivery and Organizational performance | 55 |
| Table 11: Pearson Correlation Analysis between Customer Focus and Organizational performance | 56 |
| Table 12: Pearson Correlation Analysis between Training and development and Organizational performance | 57 |

LIST OF FIGURES

| | |
|--------------------------------------|----|
| Figure 1: Theoretical Framework..... | 24 |
| Figure 2: Conceptual Framework..... | 34 |
| Figure 3: Age of respondents..... | 44 |
| Figure 4: Years in service..... | 46 |



LIST OF ABBREVIATIONS AND ACRONYMS

| | |
|------|---|
| APDL | Abacus Parenteral Drugs Limited |
| EAC | East African Community |
| GMP | Good Manufacturing Practices |
| ICRC | International Committee of the Red Cross |
| ISO | International Standards Organization |
| I.T | Information Technology |
| JIT | Just-in-Time |
| LM | Lean Manufacturing |
| NDA | National Drug Authority |
| OPD | Original Promised Date |
| OTD | On-time Delivery |
| QM | Quality Management |
| QMS | Quality Management Systems |
| RBV | Resource Based View Theory |
| SPSS | Statistical Package for Social Scientists |
| T&D | Training and development |
| TQM | Total Quality Management |
| UNBS | Uganda National Bureau of Standards |
| WHO | World Health Organization |

ABSTRACT

Quality management entails management approach aimed at incorporating awareness of quality in all organizational processes, quality is identified as one of the competitive strategies for improving business performance. Pharmaceutical industry is a quality driven sector that requires neither less or average products or services. The fact that pharmaceutical manufacturing companies are unique and require strict adherence to quality makes this study significant. The study aimed at examining the influence of quality management strategies on performance of pharmaceutical manufacturing company, specifically Abacus Parenteral Drugs Limited, Uganda. This was a case study design which applied a mixed approach. A sample of 66 respondents comprising top managers, heads of department, and other employees was used, selected upon applying stratified random sampling technique. Data was collected using both questionnaire and interview guide, and analyzed using SPSS v.25. Results were presented using frequency tables, descriptive statistics and inferential statistics. The study established a significant and moderate positive relationship between technology and organizational performance ($r=.656$, $p<0.01$). On the other hand, the study found that on-time delivery is positively related with organizational performance, although it's not significant ($r=.236$, $p>0.05$). Furthermore, the study found a moderate significant positive relationship between customer focus and organizational performance ($r=.627$, $p<0.01$). Training and development were also moderately significant and positively related with organizational performance ($r=.698$, $p<0.01$). The research concludes that technology, customer focus, and training and development should not be taken for granted as far as organizational performance is concerned. When implemented, companies will be able to improve efficiency and effectiveness, in addition to boosting revenue and market share. The research recommends: 1) embracing technology to stimulate organizational performance, 2) continuously training and development of employees; and 3) adopting customer focus as one of the organizational core values. The areas for further inquiry include: examining the influence of quality management practices of technology, customer focus, on time delivery, and training and development on organizational performance across various pharmaceutical manufacturing companies in Uganda; and examining the influence of other quality management practices on organizational performance of pharmaceutical companies in Uganda. This research was only inclined on technology, customer focus, training and development, and on-time delivery.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

The performance of pharmaceutical manufacturing companies was investigated in relation to quality management strategies in this chapter. The study's background, issue statement, purpose, and goals were all discussed in this chapter, along with the research questions and significance of the study. Justification, boundaries, delimitations, presumptions, and operational definitions were also discussed.

1.2 Background to the Study

In a highly competitive industry, any assembly firm looking to gain an advantage over its competitors must focus on Quality Management (QM) as the driving force behind execution. This is particularly true for the pharmaceutical sector, where employee motivation is largely dependent on guaranteeing high-quality products. This explains why QM has become so well-known as an essential administrative tool for enhancing pharmaceutical businesses' overall performance. As per Psomas et al. (2013)), Continuous quality improvement is the process of making sure that the most widely used technique of item assembly adheres to ISO criteria. Drug companies eventually rely on ISO 9000/2008 nature of guidelines, which are worldwide and meant to certify their capacity to manage cycle of activities to ensure that the nature of goods is appropriate (Lamport et al., 2014). It is a basic management principle that firms that do not encourage continual improvement risk having their quality contribute 20–35% of revenue, or the item's selling price. By now, 25% of these expenses may be greatly reduced, if ongoing efforts are made to guarantee total quality improvement. It follows that every pharmaceutical company that wants to compete successfully on the world stage needs to think about implementing QM processes thoroughly in line with ISO criteria. Any specific company's existence in a market saturated with identical pharmaceutical items depends on ongoing quality improvement. Good pharmaceutical companies have used several QM methods in this bid to boost and revitalize their operational effectiveness in order to ensure

high-quality results. Magutu et al. (2010) claim that QM encompasses the entire company rather than examining the caliber of finished goods and services;

The principle of doing the right thing the first time is ingrained in QM. Put differently, quality management (QM) is an organizational culture that requires all parties involved to adhere to quality standards.

Weak cycles and frameworks that affect the character of products lead to poor performance for pharmaceutical companies. Customers that purchase prescription goods expect superior products, thus if their expectations are not met, they will likely be disappointed and receive a subpar product. Drug companies are therefore under pressure to adopt innovative, trend-setting work structures and capable employees in order to deliver sufficient quality. It is essential for a pharmaceutical company to have a structured quality circle in order to achieve high execution via its workforce. Representatives of the quality circle must assist in handling the operations of their associations.. Therefore, a pharmaceutical company's advancement is guaranteed when its agents acquiesce to quality control exercises. Drug companies in less developed countries didn't seem to comprehend their global aims, in contrast to other developed nations. In this context, the study aimed to deconstruct quality management practices in the operation of the medication company Parenteral Medications Restricted, Uganda.

1.2.1 Theoretical Perspective

Consequently, a competitive advantage in market position might result from a comparative advantage in resources (Hunt & Morgan, 1995). The strategy or competitive position that best utilizes internal resources—such as employee training and development, appropriate technology adoption, customer priorities, and on-time delivery capabilities—is chosen by quality management strategists in the resource-based view in relation to external opportunities. Because strategic resources are an intricate web of interconnected assets and competencies, businesses can take a variety of competitive stances. According to Hunt and Morgan (1995), having a comparative advantage in resources might thus result in having a competitive advantage in market position. According to the resource-based view, quality management strategists choose the competitive stance or approach that makes the most use of

internal resources like staff training and development, appropriate technology adoption, customer priorities, and timely delivery capabilities in comparison to external opportunities. Organizations may take on a wide range of competitive positions because strategic resources are a complex network of interconnected assets and capabilities.. This report makes the case that pharmaceutical companies must leverage critical tactics including technology, timely delivery, customer attention, and staff training and development to improve overall performance in order to maintain high product quality. Performance built upon scarce, precious, unique, and non-replaceable resources is said to provide an advantage over competitors. An organization's resource profile, as well as the unique and hard-to-replicate resources it possesses and uses, are what propel it to superior performance (Wernefelt, 1984).

1.2.2 Conceptual Perspective

Apart from the concepts of "quality assurance" and "quality control," quality management also includes "quality planning," "quality policy," and "quality improvement" (Wilkinson & Dale). It consists of a managerial approach designed to incorporate quality awareness into all organizational processes (Oakland, 1999). It refers to processes that force companies to realize quality assurance standards in order to verify that an organization has embraced quality assurance principles or core values as its base, leading to good performance (Zeng et al., 2007). Although Ogada (2012) defined QM as essentially a change in an organization's technologies, cultures, functions, values, and methods of doing things, including strategies and decision-making processes, Oakland (2003) initially defined QM as the avoidance of issues by systematic and planned actions.

QM practices fall into two categories: internal and external. Markets, technology, and environmental factors are examples of external drivers that will influence QM practices in the future and will shape QM outside of the TQM discourse. However, from within the QM discourse, internal QM practices are the ones that will determine the future of QM.

These include a customer-focused strategy, consistent leadership and dedication, direction and support from upper management, employee empowerment and engagement, effective and updated communication, commitment to training, importance of rewards and recognition, and reliance on policies and metrics. In short, quality is a competitive strategy to improve business performance. Many businesses are using quality management techniques as a tool for quality

control in order to boost output, ongoing development, and overall company performance (Magd, 2008).

However, the nature of the outcome, its idealness, attendance and involvement at work, the skill with which the task is completed, and the sufficiency of the work completed are all connected to execution (Mathis and Jackson 2010). According to Karen (2009), execution is defined as the completion of a task measured against predetermined, established standards for accuracy, completion, expense, and time. The display of money suggests advancement via gain or despair through loss. That being said, there are a number of internal and external factors that need to be carefully taken into account when implementing and maintaining quality management procedures that are intended to boost output.

Execution will be estimated in a proficient full quality relationship by the upgrades saw by the client and by the outcomes imparted to different accomplices, like the financial backers. As per Karen (2009), An understanding is supposed to be executed when a commitment is kept in a manner that clears the entertainer of all obligations under it. The expression "execution" alludes to achievement or fundamental adequacy in labor. This recommends that specialist arrangement, show, and various leveled execution are connected. The accompanying measures are utilized to assess execution in this audit: laborer quality, client steadfastness, organization execution, productivity, and capability. In prior examinations, same presentation measurements were utilized by (Zakuan et al., 2010).

1.2.3 Contextual Perspective

This study is specifically related to the Math device Parenteral Medications Restricted and the evolving drug-use habits among Ugandan CEOs. The drug industry is a quality-driven sector that doesn't need fewer or standard supplies or administrations. The drug trade in Uganda is dominated by producers, distributors, and retailers who have a strong commitment to the nation's welfare state. As a result, several drug groups have been established to maintain the nation's welfare state. Item quality has become the cutting edge in the effort to satisfy the local and domestic demand for drug products. Math apparatus One important factor in medication development is Parenteral Medications Restricted. Nevertheless, the most popular method of converting unrefined synthetic materials into medications that meet quality standards for human treatment is still under investigation by pharmaceutical companies. However, there are

a number of challenges that businesses face, such as drug manufacturing expertise throughout the QM implementation period. In light of this test, this study focuses on innovation, timely delivery, customer service, as well as worker preparation and advancement, as critical factors that influence the recognition of high item quality to actuate overall association execution.

1.2.4 Pharmaceutical Industry in Uganda

Contrasting Uganda with Kenya and South Africa, the medication exchange is still moderately new. The medication exchange Uganda is overwhelmed by makers, merchants, and dealers who play an essential part to play in the country's general wellbeing. This has expanded private area cooperation in the foundation of prescription undertakings to help the country's prosperity system considering the developing requests for prosperity. Substance organizations in Uganda are feeling the squeeze to guarantee with ISO affirmation models to stay suitable in the homegrown and worldwide market. It is accepted that the strength of pharma organizations' contributions rests in their capacity to give predominant items that meet or surpass the assumptions for their clients. Notwithstanding, like other horticultural nations, Uganda's pharma industry actually has a low degree of portrayal when contrasted with unfamiliar organizations that give top notch drug items. In view of this test, this review zeroed in on development, opportune conveyance, client support, and agent arrangement and headway as basic parts that might be lined up with QM to improve the picture of medication organizations in Uganda.

1.2.5 Profile of Abacus Parenteral Drugs Limited Parenteral Prescriptions Limited (APDL) was converged in 2009 as a mystery confined association in Uganda. The World Wellbeing Association (W.H.O.), the Public Prescription Power (NDA), and different guidelines were integrated into the workplace plan. The Quality Organization Structures, which are laid out, have acquired ISO 9001:2015 affirmation (APDL site pro record 2017). 52 million Enormous Volume Parenteral Containers and 43.2 million Little Volume Parenteral Ampoules might be collected every year by APDL when it is completely functional. The essential maker and merchant of intravenous implantations is APDL's vision. Plans for Ophthalmology and Otology as well as other completely completed drug items in Uganda and all through Africa. Like other homegrown endeavors, APDL faces wild rivalry from neighborhood and global drug organizations participated in the creation and conveyance of drug items. APDL is

presently going through inner reproduction with an end goal to save its presentation. Nonetheless, it is broadly recognized that QM in the drug business fills in as the essential impetus for most of authoritative execution. The target of this study was to conclude the sum QM could impact how APDL Uganda was presented.

1.3 Statement of the Problem

Due to Uganda's open market and the country's attraction for drugs, the few drug companies operating there are trying to outcompete foreign drug manufacturers, which has made their performance disappointing. The drug trade is an extremely delicate sector, and like other Ugandan businesses, APDL is still unable to recognize the objectives. According to Anderson (2011), businesses that do not pursue continuous quality improvement risk having a product whose quality accounts for 20–35% of revenue, or the product's selling price. In the unlikely event that continuous efforts are made to ensure complete quality improvement, this could result in a significant 25% reduction in such costs. Despite the manner in which APDL has performed Its exhibition has been put in jeopardy by QM methods that have watched it grow over time and struggle to conform to its own set of quality standards (ICRC GMP Review Report for APDL June, 2017). The aforementioned prompted the expert to investigate the kind of QM practices that APDL uses and how they affect the overall performance of the company.

1.4. Purpose of the Study

In this study, the performance of a pharmaceutical manufacturing company—more especially, Abacus Parenteral Drugs Limited, Uganda—was examined in relation to quality management systems.

1.5 Objectives of the study

- i. To assess influence of technology on performance of APDL, Uganda
- ii. To determine influence of on-time delivery on performance of APDL, Uganda
- iii. To evaluate influence of customer focus on performance of APDL, Uganda.
- iv. To determine influence of training and development on performance of APDL, Uganda.

1.6 Research Questions

- i. To what extent does technology influence performance of APDL, Uganda?
- ii. What is the influence of on-time delivery on performance of APDL, Uganda?
- iii. How does customer focus influence performance of APDL, Uganda?
- iv. To what extent does training and development influence performance of APDL, Uganda?

1.7 Significance of the Study

Policy makers, including the Ministry of Health, National Medical Stores, and Uganda Bureau of Statistics, are expected to find this study to be extremely valuable as it offers insightful data on how technology, delivery, customer focus, and training and development in the pharmaceutical industry improve product quality production. The data that was produced might be helpful in developing policies that would benefit the pharmaceutical sector.

Policy makers, including the Ministry of Health, National Medical Stores, and Uganda Bureau of Statistics, are expected to find this study to be extremely valuable as it offers insightful data on how technology, delivery, customer focus, and training and development in the pharmaceutical industry improve product quality production. The data that was produced might be helpful in developing policies that would benefit the pharmaceutical sector.

Moreover, in addition to adding to the body of knowledge already accessible on quality management in the pharmaceutical business, this study may prove helpful to academics and students who use it as a reference.

1.8 Justification of the Study

One of the fastest-growing industries in East Africa is the pharmaceutical manufacturing sector. This suggests that the pharmaceutical industry will continue to face competition from Chinese and Indian drug suppliers unless pharmaceutical products meet both customer expectations and global standards for quality. This suggests that the ability of pharmaceutical companies in Uganda to leverage their internal resources to improve output quality and meet consumer expectations is essential to their survival. Like any other pharmaceutical company, Abacus Parenteral Drugs Limited is still hampered by a number of factors that restrict its efficacy and efficiency. The goal of this study is to determine how much Abacus Parenteral

Drugs Limited has improved performance by streamlining technology, emphasizing customer service and on-delivery, and investing in staff training and development. As a result, the researcher aims to determine how technology, on-delivery, customer focus, and training and development relate to organizational performance and quality management.

1.9 Scope of the Study

The analysis of quality management systems' impact on pharmaceutical manufacturing businesses' performance was the exclusive focus of the study. The Abacus Parenteral Drugs Limited in Mukono provided the study population; 66 respondents, or 30% of the target population of 220 employees, were included in the sample. The research was conducted between November 2021 and March 2022.

1.10 Limitations of the research

This was case study design research which focused on only one company, that is; Abacus Parenteral Drugs Limited in the whole of pharmaceutical manufacturing companies in Uganda. It is therefore unlikely that the results obtained herein are fit for generalization.

Also, the results were obtained from a small sample size. Even then, the researcher was able to obtain data from 58 out of 66 targeted respondents. It is generally accepted in basic research that a small sample may not fully reflect the status quo of the issue under investigation. It is therefore likely that the findings herein are susceptible to this limitation.

1.11 Delimitations of the study

Data collection was done at Abacus Parenteral drugs limited, out of the 220 employees, 58 managed to respond including top level management. The study considered age, gender, education background as well as years of service as part of data collection.

Each of the respondent was given the same questionnaires, while interviews were done with top level management to capture management view of the study which was focused on strategic management

1.12 Operational Definitions of Key Terms

Customer Focus: Refers to the continual process by a firm to pinpoint and satisfy customer needs.

On-Time Delivery: Refers to the amount of finished goods or services delivered to clients on time and in fullness.

Performance: Defined as the achievement of given task against present standards of accuracy, completeness, cost and speed.

Quality: Defined as conformance to requirements.

Quality Assurance: Refers to prevention of glitches with quality by means of a designed system to guarantee quality culture.

Quality Management: Refers to a set of interrelated elements established in the entity to direct and control the entity towards quality results.

Training and development: Refer to the process of instilling and stimulating potential in employees to achieve high results.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter's literature evaluations are drawn from a range of sources, such as books, papers, dissertations, magazines, journals, newspapers, and other scholarly works authored by authors other than the present researcher. The presentation in this chapter follows the specific objectives of the study, which include giving the background data and knowledge gaps for the current inquiry. The first subchapter covers the theoretical review, the empirical literature review, the conceptual framework, and the study gap.

2.2 Theoretical Review

The three theories that served as the foundation for this research were Joseph Juran's Theory, the Worth Chain Hypothesis, and the Asset Based View Hypothesis. These are illustrated below:

2.2.1 Resource Based View Theory

It is an administration system for recognizing vital assets that have the "possibility to convey relative benefit" to an organization, as per Asset Based View Hypothesis (RBV). It is feasible for an organization to accomplish an economical upper hand by using these assets. It is said that organizations with a relative benefit have an important asset or mix of assets that is uncommon, challenging to emulate and can't be subbed by contenders. A company's similar benefit empowers it to deliver things saw as having prevalent worth or diminish creation costs. A benefit in assets can in this manner lead to an upper hand in market position" (Chase and Morgan 1995). To expand outside open doors, quality administration planners utilize an asset based way to deal with select the methodology that best uses interior assets, for example, representative preparation and improvement, the reception of fitting innovations and on-time conveyance capacities.

Drug firms should benefit from key techniques, including innovation, on-time conveyance, client concentration, and representative preparation, as indicated by this review. At the point when execution depends on uncommon, important and matchless assets that can't be subbed, it is contended that an upper hand is acquired.

2.2.2 Value Chain Theory

Esteem Chain hypothesis created by Michael Watchman in 1985 suggests that, recognizing the most basic arrangement of exercises in a firm is significant for the purpose of making an incentive for the clients. For drug firm, laying out key exercises in working on nature of tasks makes supportable client results. Thus, any company's capacity to comprehend its own abilities and the necessities of its clients is crucial for the outcome of its cutthroat methodology. Surveying the potential for esteem expansion through cost benefit or separation is vital to acquire an upper hand. In this situation, believing the techniques to be embraced in executing determined exercises and taking advantage of the possibilities there is, will upgrade the seriousness of the firm being referred to. At the end of the day, the adequacy and proficiency of the said firm lays on essential administration of the different separated exercises in the worth chain to coordinate with client assumptions. To put it more clear, the presentation of any assembling not entirely settled by its item position in examination with comparable items, except if the items are coordinating with the assumptions or even rise above the assumptions for the objective market to offer super-fulfillment, the firm will undoubtedly make low returns. Since clients are the genuine business of a venture, thus, delivering quality items that satisfies their assumptions is the doorway to association's seriousness. To this end QM "has shown to be one of the most remarkable makers of deals and income development" (Dale 2010).

2.2.3 Joseph Juran's Theory

The Quality Trilogy, which is Joseph Juran's theory, is regarded as the most straightforward, comprehensive, and unadulterated explanation of quality management that has ever been developed. Juran thought it helpful to explain quality management using an example that every manager could grasp: planning, control, and improvement are the three basic activities that go into managing quality. The trilogy is the epitome of excellence. It fully achieves its

goal in the most effective and efficient way imaginable. Quality Control is the process of satisfying objectives while operations are underway; Quality Planning is the process of developing goods, services, and processes to achieve new breakthrough goals; and Quality Improvement is the process of producing breakthroughs to previously unheard-of levels of performance (Blanton et al., 2007).

The problems of producing quality goods have driven manufacturing enterprises, particularly pharmaceutical corporations, to unprecedented transformation, which has led to QM initiatives to improve performance. These standards are meant to make sure that pharmaceutical companies are manufacturing high-quality goods that satisfy customer needs (Quazi, et.al 2007).

A better degree of effectiveness across all functions and processes is what pharmaceutical companies in East Africa are striving for to increase their competitiveness; therefore, a Juran's theory might be useful in determining the optimal quality management solutions.

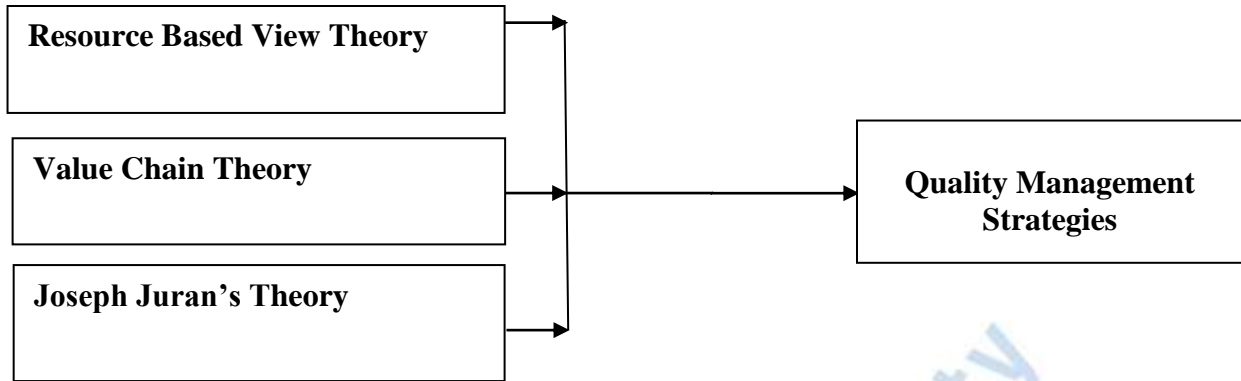


Figure 1: Theoretical Framework

(Source: Researcher, 2022)

2.3 Empirical Review

2.3.1 Technology and Performance of Pharmaceutical Manufacturing Companies

According to Wie (2003), technology is a collection of physical processes that convert inputs into outputs via the use of organizational setups and procedural procedures. Wright (2008) described technology as the skills and procedures people use to fulfill their own desires and requirements. On the other hand, investing may be defined as the production or acquisition of assets and properties with the intention of reaping profits soon. Information technology investment, operational technology investment, administrative technology investment, advanced manufacturing technology investment (for manufacturing enterprises), and investment in any kind of technology can all be considered forms of technological investment inside the company. This research operates under the assumption that all organizational functions, including those involving technological systems that support production, may benefit from the application of QM principles, practices, and methodologies (Godfrey, 1994). It follows that companies that successfully integrate technology into QM to improve product quality also improve overall performance. To put it another way, technology serves as an enabling mechanism that leads to more fulfilling work and richer occupations (Judge, 2001). According to Kaynak (2003), technology quality plays a crucial role in allowing management interventions like QM by making it easier to process and use cutting-edge tools, systems, and modeling methodologies. For example, gathering information about the wants and preferences

of the consumers is necessary to fulfill them, and in this process-oriented environment, technology quality might be critical.

Heshmati and Loof (2008) state that customers may determine the caliber of a company's offerings by gauging the quality of the system services they prefer. Customers could decide not to accept goods or services from a company, for example, if the technologies utilized in the production process are antiquated or cannot meet the expectations of the customers. Therefore, it is normal that involving the right innovation in quality administration will improve the functional obligations engaged with quality administration and raise yield quality subsequently. Moreover, Javier (2007) revealed that, regardless of apparently having very restricted limit, ventures are burning through widely in innovation to increment efficiency. Innovation assumes a vital part in working on quality by raising quality mindfulness, giving web-based data on the norm of value, and bringing down quality-related costs. They fight that the assets based perspective on the firm, which holds that an organization must acquire or develop resources and capabilities that contribute to positive performance, are not possessed by all competing firms, and are challenging to imitate or duplicate, is the foundation for the value of technology in supporting quality management capabilities (Tze and Boon, 2015). Furthermore, Stergios, Vranakis, and Prodromos, Chatzoglou (2012) discovered that manufacturing enterprises try to enhance its infrastructure by investing cash in new technologies and buying new machinery and equipment in order to boost performance. Investments in information technology (IT), particular equipment and machinery, and physical capital are linked to the uptake and spread of cutting-edge technologies that are essential for enhancing performance. According to a research by Roach (1991) on information workers from 1970 to 1986, the productivity of workers was not significantly impacted by computers. However, more recent research has shown that investing in technology significantly improves the success of businesses. According to John (2005), it is crucial to extract the information included in variances in the quality process. Asep and Vitha (2009) highlight the importance of information gathering in quality management and propose that experiments be planned to quantify and identify the root causes of quality issues. As a result, part of the data analysis process will include identifying any deviations from the predicted norms and determining the reason behind them. It is evident that technology plays a significant part in quality management. Furthermore, Mjema et al. (2000) discovered that the use of IT in quality

management has significantly improved quality awareness, which in turn has improved product quality and decreased quality expenses. Technology and QM have significant and complimentary roles in enhancing performance, according to Brah and Lim's (2005) research. According to their findings, high technology components and high quality management techniques or strategies may be streamlined considerably more effectively than their low technology counterparts. This is because implementing a product quality process and improving performance depend heavily on technology's ability to respond to the demands of quality management.

According to Stergios and Chatzoglou (2012), technology is a fundamental skill for competitive strategy and is necessary to achieve organizational health. A key component of using technology successfully is organizational creativity. A better solution will be produced if more people are aware of the development process and its goals, as this will boost participation. In order to implement changes successfully, it's critical to anticipate, oversee, and manage the process while also easing employees' concerns and pain.

2.3.2 On-Time Delivery and Performance of Pharmaceutical Manufacturing Companies

According to Milgate (2001), there are four variables that make up the delivery performance: the first two measure speed, while the latter two measure dependability. Delivery lead time, which calculates the real time from order placing to customer delivery, and throughput time, which calculates the time from manufacturing start to finish, are the speed variables. The amount of time that passes between a supplier receiving an order and the consumer receiving it is known as the delivery lead time (Guiffrida & Jaber, 2008). Conversely, the proportion of late deliveries to the client and the average lateness of the late deliveries are the dependability factors. Early intervention, which is known to disrupt supply chains, can increase the dependability variables (Alfred L. Guiffrida & Rakesh Nagi, 2006). Delivery delays of any length cause waste in the supply chain by adding extra expenses.

According to Assaf and Al-Hejji (2006), delays are a serious issue that affect how well a firm operates. On-time delivery is a sign of efficiency since pharmaceutical-based production is notorious for its significant and frequent untimeliness. Furthermore, Mario Henrique Mello et al. (2015b) contend that a lack of coordination at the interface between input flow and production is the main cause of the difficulty with managing delivery timeliness.

Pharmaceutical-based manufacturing has to lower buffers and take certain risks in order to become more efficient. However, this might lead to unpredictable variability in product delivery, which can create delays. Thus, it can be concluded that in supply chains for pharmaceutical manufacture, uncertainty is a major factor contributing to delays (Mario Henrique Mello et al., 2015b). Furthermore, Mario Henrique Mello et al. discovered that in a competitive business climate, organizations must achieve high operational efficiency and on-time client delivery through on-time delivery. Delivery earliness and delivery tardiness are the two categories into which Shin, Benton, and Jun (2009) divide delivery failures or imperfections. Delivery tardiness is often used interchangeably with delivery tardiness in literary works (Alfred L. Guiffrida & Rakesh Nagi, 2006). Early deliveries result in excess inventory holding costs, while late deliveries can cause production halts (Shin et al., 2009) and late deliveries to the end user (Bhattacharyya & Guiffrida, 2015), which can have a negative impact on a company's overall performance by resulting in low customer satisfaction and fines.

In other words, failing to monitor the financial success of delivery results in short- and long-term problems (Guiffrida and Jaber, 2008). If the financial performance is not monitored, a norm value of expected performance is set in the near term, usually greater than the actual delivery, and it remains constant over time. Long-term capital budgeting process obstacles that impede the enhancement of business supplier operations result from the inability to quantify delivery success financially. Research has demonstrated that supplier assessment programs improve buyer-supplier interactions (Guiffrida & Jaber, 2008).

In other words, failing to monitor the financial success of delivery results in short- and long-term problems (Guiffrida and Jaber, 2008). If the financial performance is not monitored, a norm value of expected performance is set in the near term, usually greater than the actual delivery, and it remains constant over time. Long-term capital budgeting process obstacles that impede the enhancement of business supplier operations result from the inability to quantify delivery success financially. Research has demonstrated that supplier assessment programs improve buyer-supplier interactions (Guiffrida & Jaber, 2008).

As a result, one of the most important industry metrics is on-time delivery (OTD), which must be fulfilled by the company's original promised date (OPD) to the client. All functional units

and related systems must be taken into account in order to enhance OTD and produce any meaningful and long-lasting increase in OTD performance. In the pharmaceutical industry, using lean methods is very important for reducing waste and achieving the desired client reaction (Sabur & Simatupang, 2015).

Guiffrida and Jaber (2008) found that maintaining high operational excellence in the manufacturing industry requires careful consideration of the time element in order to provide the most dependable component delivery. When it comes to deciding whether or not items will be delivered on time and how lucrative it will be in terms of added quality and lateness expenses, component deliveries' punctuality is crucial. The just-in-time (JIT) philosophy offers an idealistic approach to the delivery performance theory, which is one of the critical metrics in the pharmaceutical industry's overall supply chain performance (Bhagwat & Sharma, 2007). It also enhances an organization's competitiveness because it directly affects sourcing choices and customer satisfaction (Bhattacharyya & Guiffrida, 2015).

According to Molina-Azorín et al. (2009), a firm may achieve cost-effective and efficient operations and customer satisfaction by implementing an effective delivery system. Some parties concerned have maintained the view that excessive bureaucracy can be eliminated by putting in place an efficient delivery system. Additionally, Molina-Azorín et al. (2009) proposed that implementing JIT through the market approach results in increased sales volume **improvements**.

2.3.3 Customer Focus and Performance of Pharmaceutical Manufacturing Companies

Perceived product quality, according to Zeithaml and Parasuraman (2004), is the extent and direction of the gap between customers' expectations and perceptions of the quality of the services they get. According to this perspective, a customer evaluates products by comparing them to their pre-consumption expectations or standards. Offering high-quality items is essential to enhancing customer satisfaction, which is determined by the consumer's assessment of how well a product or service fulfills or falls short of expectations. It is also advised that a business take client expectations into account while trying to raise the caliber of its products. Because of their desire to win over consumers, businesses use more quality-driven manufacturing techniques that raise the bar for overall standards of quality. Looking at

the wants and expectations of the client is a crucial component of quality management. There is a long-standing belief that your business will succeed if your customers are satisfied.

According to Gupta and Lehmann's (2005) research, an organization's long-term success is a direct outcome of utilizing a customer-centric approach to improve quality output and customer lifetime value. According to Rust, Lemon, and Zeithaml (2004), it is helpful to determine which clients to target, how much to spend on them, and how to tailor marketing and product offers to their needs. Furthermore, according to Shah et al. (2006), a customer-centric structure improves client-specific knowledge and commitments that assist businesses in identifying and promptly addressing unmet consumer demands. Every company's relative advantage decreases when more rivals seize advantageous positions for identifying and meeting consumer wants, and they encounter less exclusive chances to raise customer satisfaction. In light of this, the goal of this study is to evaluate how much an organization's performance is impacted by the quality management approach of customer focus.

This is because it is assumed that if rivals are also customer-focused, a company might be customer-focused and yet not have an edge (Shah et al., 2006.).

Day (2006) argues that while competitors often use internally aligned structures, the sector as a whole lacks divisions especially tailored to the individual requirements of distinct groups, creating an untapped market full of opportunity to enhance the customer experience. Thus, by implementing a client-centric structure, a company may enhance its responsiveness and expertise particular to its customers and get a competitive edge, even if rivals "reorganize around customer groups." Therefore, it is anticipated that as the number of rivals with a customer-centric structure rises, the greater pleasure brought about by this structure would decrease. However, it's clear that maintaining a client base or fostering customer loyalty via raising product quality that meets or exceeds expectations raises customer happiness, encourages repeat business, and fosters positive word-of-mouth. Acquiring precise knowledge about consumer expectations is a prerequisite for management to take the first critical step toward enhancing product quality.

According to Hellesten and Klefsj'o (2000), there is a good chance that putting the needs of the customer first while adopting QM would raise customer satisfaction as expectations will

be met. Thus, among the advantages of implementing quality management are lower expenses and more customer satisfaction, both of which improve overall organizational performance.

According to Saravanan and Rao's (2006) theory, businesses need to be able to react and adjust to the shifting demands and preferences of their customers in order to remain competitive. This is due to the fact that quality is not only determined by an organization's capacity to manufacture goods that meet all necessary technical requirements. Therefore, it is critical that the company actively participates in and is dedicated to achieving and maintaining a high degree of customer satisfaction.

According to Momeni et al. (2013), customer focus in quality management refers to the ongoing process of identifying and creating new value with each client and then sharing the advantages of this value with them throughout a firm's lifespan. To solve this problem and mutually create and share value through interdependencies and organizational structures, producers and the chosen consumers must think clearly, focus intently, and manage constant communication. Operators in the economic field and those who consider their long-term survival within it understand that the customer orientation mantra is essential to the business world as the business sphere is now built on client orientation and satisfaction.

Furthermore, according to Saadati (2012), increased sales and profitability might be a consequence of high levels of customer satisfaction and loyalty. The organization gains a competitive edge in the market and demonstrates a responsible approach towards product quality by implementing customer-oriented conduct. But in order to reap this benefit, management must give careful consideration to the entire goals and requirements of the firm while putting the customer focus system into place.

2.3.4 Training and Development and Performance of Pharmaceutical Firms

According to Higgins (2008), training may be the second most crucial component after planning; without adequate training, even the most well-thought-out implementation is pointless. Implementing QM without comprehensive training is almost probably fatal. McGee (2011) reports that a pharmaceutical business was able to save up to \$800,000 by cutting down on training time and travel expenditures. According to Amir and So be it (2013), in order to provide representatives with the best knowledge, skills, and capabilities for effective work

performance, strong training programs are necessary. These programs may also have an impact on the motivation and accountability of representatives within an organization. It is predicted that preparation and improvement conducted in line with QM will play a significant role in improving the financial performance of an assembly company.

According to Falola, Osibanjo, and Ojo (2014), an organization's capacity to make due in a cutthroat climate depends on its ability to develop its human capital into imaginative, creative, and inventive individuals who can continuously improve performance and get the upper hand. Workers are scheduled to take care of their business as needed through the coordination of preparation and advancement, or T&D. In terms of QM, training and development is a means of disseminating knowledge and skills essential to ensuring that item quality continuously improves in order to enable practical hierarchical execution.

Victor and Jonathan (2013) oversaw a contextual inquiry including First Bank that looked at labor supply improvement, representational efficiency, and hierarchical execution in Nigeria. The study found that the majority (70%) of workers' competence and occupation efficiency were improved by preparation and improvements in the labor supply.

Neelam et al. (2014) conducted a contextual analysis of Joined Bank Restricted Peshawar City, KPK, in Pakistan, examining the impact of T&D on representatives' effectiveness and exhibition. They realized that since employees are an organization's most valuable resource, representatives, whether in administration or at the administrative level, are essential to the growth and success of any association. This is one of the reasons why upper management saw the value of investing in T&D to advance employee performance in order to enhance item quality and maybe enable hierarchical execution.

The skilled labor force's increased knowledge, skills, and capabilities proved to be a major source of competitive advantage in a global market (Amir and So be it, 2013).

As a contextual inquiry, Frankling et al. (2014) led a focus on the impact of T&D on representative execution using ESCON Counseling Restricted. The findings showed that working conditions and a lack of resources had an impact on employees' readiness and development. It is recommended that some areas be enhanced, including the board's backing, the delegation of input to representatives, and the regular leadership of worker preparation.

The findings indicate that doing so would improve employee performance inside the organization. Additionally, Ashikhube, et al. (2013) oversaw an investigation on the subject. The evaluation examined how worker execution was affected by preparation, using Mumias Sugar Organization in Kenya as an example. The findings indicate that T&D and worker execution at Mumias Sugar Organization Restricted have a significant and beneficial relationship. The Mumias Sugar Organization Restricted representative exhibition is significantly impacted by the materials prepared, and worker execution and assessment were both beneficial and crucial. In their investigation, Joy and Michael (2014) also discovered a favorable correlation between authoritative viability and staff development and readiness. The review sought to determine the notion of the relationship between authoritative sufficiency and preparation/advancement. The evaluation made the assumption that strong preparedness is a concern for an association's human resources, with immediate and long-term benefits.

In the Siaya area of Kenya, James and Daniel (2014) oversaw an investigation of the effects of preparation on the exhibits of wellness specialists. The review's main objective was to assess how staff exhibition at Kenya's general wellness establishments was affected by preparation. The target population consisted of the medical attendants, clinical officials, specialists, and lower-level employees working in the general health offices located within Siaya Area. The analysis revealed significant areas of strength for a relationship between worker T&D and execution.

According to Chin and Pun (2002), on the other hand, an effective QM implementation backed by knowledgeable staff members would lead to better goods and services, happier clients and staff, lower expenses, and an improvement in the financial performance of the company. Furthermore, there is a wealth of anecdotal data supporting Harmon and Peterson's (2009) assertion that T&D activities increase businesses' capacity to perform better. Research has shown that prompt T&D increases quality performance, lowers manufacturing process variation, gets rid of trash and reworks, and boosts overall organizational performance.

According to a research by Mutua (2014) on the financial performance of drug manufacturing companies in Kenya that implement quality administration practices, the majority of drug manufacturing companies who do so report high deal turnover, which leads to hierarchical execution. It was recommended that medication manufacturing companies in Kenya compare

their performance to that of the top companies globally in order to identify the quality control procedures that these companies employ to increase their level of seriousness.

Put another way, prompt T&D functions as a useful tool when the appropriate conditions are given for its empowered staff. T&D leads to the company's increased customer happiness, quality enhancement, market dominance, and preservation of the social and ecological environments (Shahab, Jia & Yong, 2010).

2.4 Conceptual Framework

The relationships between the research variables are depicted in the conceptual framework. It is demonstrated that effective quality management techniques have a favorable impact on an organization's performance. Implementing efficient technology applications and systems, prioritizing on-time product delivery, considering customer needs when developing new products, and investing in staff training and development all contribute to improved product quality, which increases the business's competitive edge and boosts overall organizational performance.

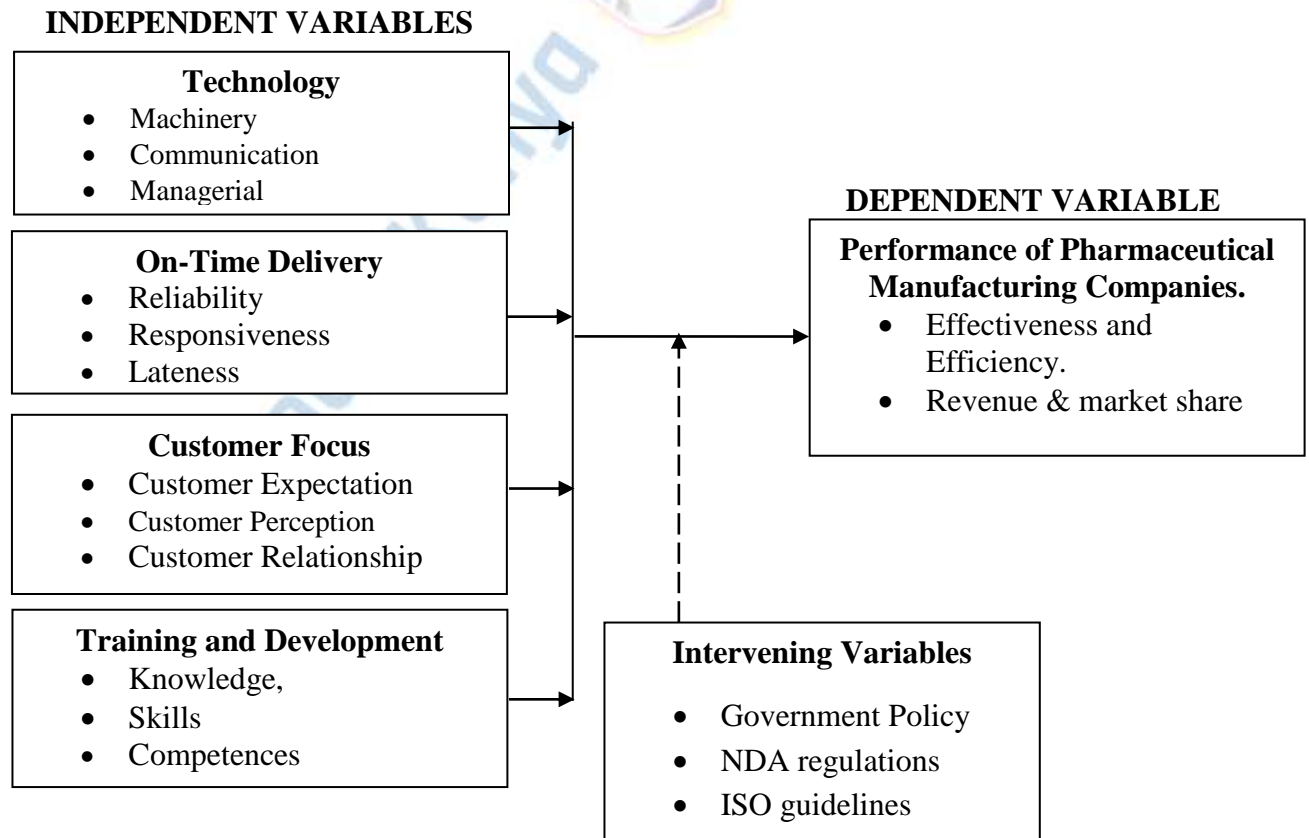


Figure 2: Conceptual Framework

(Source: Modified by the Researcher 2022)

2.4.1 Summary of the Variables

Technology

The figure below illustrates how technology, including machinery, communication, and managerial support systems, may enhance performance and promote quality improvement possibilities when integrated into organizational operations. By using technology, the company may expedite the process of carrying out the value chain's segmented tasks and effectively coordinate all of its operations.

On-Time Delivery

The conceptual framework also shows that pharmaceutical companies' performance is positively impacted by their ability to respond to market needs. Customers' needs and interests are always changing in the actual world of business, thus companies must react quickly to meet these needs. This indicates that a supply chain delay will have a detrimental impact on the company since it will cause long lines and waiting times, which will irritate consumers and lead to low sales and customer defection.

Customer Focus

Businesses that prioritize the demands and interests of their customers are more likely to achieve a competitive edge. Relationship management, data mining, complaint handling, and other customer-centric practices have a tendency to have a positive impact on customers because they increase customer satisfaction and loyalty, which in turn improves business performance.

Training and Development

The degree to which personnel possess the necessary knowledge, skills, and abilities affects both the volume and quality of output produced by the company. The foundation of T&D's significance is the broad variety of skills and information that employees who are afforded these chances acquire to improve their work performance, ultimately raising the effectiveness and efficiency of the company. Given that they are the company's most valuable asset, employees who receive timely training and development may enhance the quality of the products they produce, which in turn can impact the success of the company.

2.5 Research Gap

According to Sushmita (2014), pharmaceutical businesses were ignoring fundamental quality management measures in favor of regulatory rules, particularly those related to WHO. Just 2% of pharmaceutical companies implemented quality management system plans, according to Charles (2003). This hasn't improved in more than 18 years, as demonstrated by the UNBS (2017/2018) research, which found that just 3 out of 22 pharmaceutical manufacturers had an ISO 9001:2015 QMS in place. Although quality management (QM) has long been acknowledged as a management strategy used to promote organizational efficiency and effectiveness by a variety of business categories, there are still few local studies that highlight the connection between QM and the performance of pharmaceutical manufacturing companies as a whole. Mohiuddin (2018) recommends further research into QM systems specific to the pharmaceutical industry, as his findings suggest that this will help to explore untapped market opportunities and support the sustainable development of the healthcare system.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter used to conduct the research is presented in this chapter. In this chapter, research design and methods are introduced. techniques for gathering and analyzing data. The target population and research location. The purpose of this chapter is to aid readers or other scholars in comprehending the reasoning behind the results.

3.2 Research Design

This study utilized a contextual investigation plan. Rather than a wide measurable review, a contextual investigation configuration centers around an inside and out assessment of one specific circumstance. As the name recommends, it is a technique for reducing an exceptionally wide field of examination into a solitary effectively researchable subject This plan is remembered to give more practical reactions than a simply measurable review.

In this study, a contextual investigation configuration was chosen since it gives a far reaching and top to bottom comprehension of the issues being scrutinized. Besides, the examination focused on unambiguous and interfacing factors that is, for example, innovation, on time conveyance, client center and T& D and how each impact authoritative execution. The contextual investigation configuration is compelling in accomplishing this examination.

3.3 Location of the Study

The country's capital, Kampala, is located 25 kilometers from Mukono town, where the study was conducted at Abacus Parenteral Drugs Limited. The location was chosen because it is the largest parenteral pharmaceutical production plant in East Africa.

3.4 Target Population

There are 220 staff members overall; the research focused on senior management, department leaders, and other workers (APDL site master file 2017). According to Kothari and Gaurau

(2015), a target population is a collection of elements from which a researcher hopes to draw conclusions. A random sample will be drawn from this population.

Table 1 Target Population

| Population Category | Total Population | Percentage of Total Population |
|----------------------------|-------------------------|---------------------------------------|
| Top Management | 3 | 1% |
| Heads of Departments | 6 | 3% |
| Employees | 211 | 96% |
| Total | 220 | 100% |

(Source: APDL Human Resource Management Manual 2019)

3.5 Sampling Procedures and Techniques

The population was stratified by the researcher into three groups: upper management, middle management, and other personnel. From each stratum, the proper number of responders was chosen. Cooper & Schindler (2014) define stratum as things that have been categorized according on their unique attributes, such as seniority, position within an organization, financial levels that differentiate them, education, gender, or tribal ancestry.

3.6 Sample Population

To obtain at a sample size of 66 respondents, the researcher set a target of 30% of the entire population in each stratum. According to Mugenda (2003), a representative sample need to comprise between 10% and 30% of the intended populations. The researcher used a 30% maximum limit because of the magnitude of the population.

Table 2: Sample Population

| Population category | Target population | Proportion (30 %) | Sample Size |
|----------------------------|--------------------------|--------------------------|--------------------|
| Top management | 3 | 0.3 | 1 |
| Heads of departments | 6 | 0.3 | 2 |
| Employees | 211 | 0.3 | 63 |
| Total | 220 | 100 | 66 |

(Source: APDL Human Resource Management Manual 2019)

3.7 Construction of Research Instruments

A series of questionnaires with closed-ended questions depending on the particular goals of the study were used to gather the data. Second, in order to gather qualitative information about the thoughts and emotions of important informants, such as department heads, an interview guide was created. Sections A, B, C, D, and E of the questionnaire were anchored on a 5-point Likert scale in accordance with certain aims. The Personal Background Information questions in Section A were anchored using various nominal scales.

3.8 Testing for Validity and Reliability of Research Instruments

To guarantee legitimacy and unwavering quality of the information collection instruments, the questionnaire was randomly distributed to respondents. The researcher also piloted the instrument before the actual data collection exercise was carried out.

3.9 Data Collection Methods, Instruments and Procedure

3.9.1 Data Collection Methods

Quantitative Method: Aliaga and Gunderson (2000), characterized quantitative technique as a peculiarity of gathering and examining mathematically, and dissecting involving numerically based strategies specifically measurements. This includes making sense of the peculiarities under study (quality administration procedures) by measuring utilizing factual devices like Microsoft Succeed, factual bundle for sociologies (SPSS), Stata to produce dissect and uncover results. This technique was selected on the grounds that it is reasonable in showing the greatness of the review issue by given factual realities to help the issue (Consume and Woods 2003). In any case, with this technique the review can give clear and effectively reasonable outcomes mirroring the degree to which one variable impacts the reliant variable. The way that this was the fundamental reason for this examination, it infers that quantitative technique was good for the review.

Qualitative Collection Methods:

The concentrate additionally used the subjective information assortment technique. In such manner, it applied a meeting manual for request perspectives and sentiments from witnesses (Consumes and Woods, 2003:19). Utilizing this technique, Wimmer and Dominick (2003) can ask follow-up inquiries to decide for what valid reason and how individuals act. It is compelling at giving top to bottom data about a specific way of behaving. In this specific review, a meeting guide was utilized. This strategy was utilized on the grounds that it is successful in campaigning for top to bottom data to give a rich and higher perspective which quantitative technique can't give. Consequently through eye to eye interviews with members at Math device Parenteral Medications Restricted, the specialist had the option to get an inside and out comprehension of issues.



3.9.2 Data Collection Tool

Quantitative information was gathered utilizing a poll. In a poll, respondents were posed a progression of inquiries in view of a review's theme which they were approached to give their reactions. This instrument was utilized to get information from workers of APDL. Subjective information was acquired utilizing a meeting guide. A meeting is a rundown of inquiries the review uses to pose to members during up close and personal meeting (Walliman, 2011). The review utilized the meeting on key witnesses, for this situation the top supervisors and departmental administrators.

3.9.3 Procedure of Data Collection

That's what the specialist guaranteed, the examination subject, proposition and instruments were talked about with the manager prior to involving them in the field. When the proposition was supported, the specialist obtained conventional authority from the College to continue into the field for information assortment. The acquired basic letter was introduced to APDL to look for consent. The scientist organized a gathering with likely respondents, made sense of for them the reason and how partaking in this exploration would be of significance. Just the people who agreed to partake in the review were given a survey or interview manual for really take part. To each poll, a letter making sense of the reason for the review was connected. Filled instruments were then gathered to begin information examination.

3.10 Data Analysis

Prior to being placed into SPSS v. 25 for examination, quantitative information was coordinated, altered, and coded to have the ideal quality, precision, and perfection. To introduce the discoveries, the researcher partitioned the information into repeat tables, illustrative perceptions, and inferential measures. To lay out a connection between portion properties and % values, repeat tables were utilized. Proportions of mean and standard deviation were utilized to look at how much members concurred or contradicted the various

ideas introduced in the survey. The association assessment was one of the inferential measurements utilized in the survey. It was utilized to decide the importance of the reliant variable and to decide the idea of the relationship. Analyzing abstract information fundamentally included isolating topics and records. Along these lines, the tales were acquainted and afterward took apart with uncover their significance.

3.11 Ethical Considerations

The study was carried out voluntarily and only for academic purposes. The researcher also ensured that the respondent's consent extended beyond the permission form. Rather, the investigator had many conversations with the participants and established the terms of engagement. In order to "ensure the confidentiality of the interview and the use of responses for strictly academic purposes," consent papers were requested to be signed by interview subjects. Additionally consulted were the University and the National Council for Science, Technology, and Innovation (NCST).

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.1 Introduction

This section gives the show, examination and understanding of discoveries in light of the targets of the review which were to decide the impact of innovation on execution of APDL, Uganda; decide impact of on-time conveyance on execution of APDL, Uganda; decide impact of client center around execution of APDL, Uganda; and decide impact of preparing and improvement on execution of APDL, Uganda.

4.2 Response Rate

This study was expected to collect data from a total of 66 respondents divided in terms of 63 questionnaires and 3 interview guides. In actual terms, the researcher obtained a total of 58 questionnaires and 3 interview guides, giving a response rate of 92.4%. This response is above the recommended rate of 70% in basic research. Therefore, it implies that the study obtained enough data which was good enough for basing on to make conclusions and recommendations.

4.3 Demographic Characteristics

This study used frequency tables and pie-charts to present results related to gender, age, education and years of service. The demographic characteristics were obtained strictly from respondents who filled the questionnaire.

4.3.1 Gender of respondents

This study obtained information regarding the age of respondents. The results were presented in table 3.

Table 3: Gender of respondents

| Gender | Frequency | Percent |
|---------------|------------------|----------------|
| Male | 43 | 74.1 |
| Female | 15 | 25.9 |
| Total | 58 | 100.0 |

(Source: Primary Data)

Most of the respondents who participated in the study were male constituting of 74.1% compared to 25.9%. From these findings, it meant that Abacus Parenteral Drugs Limited's labour force was dominated by males compared to female. The implication to that effect is that males are presumed to be more efficient and effective in executing the tasks and responsibilities in Abacus Parenteral Drugs Limited. The findings could further imply that the nature of work and schedules at Abacus Parenteral Drugs Limited tend to favour males.

4.3.2 Age of respondents

Respondents were requested to indicate the age bracket within which they fell. These results are presented in figure 4.1

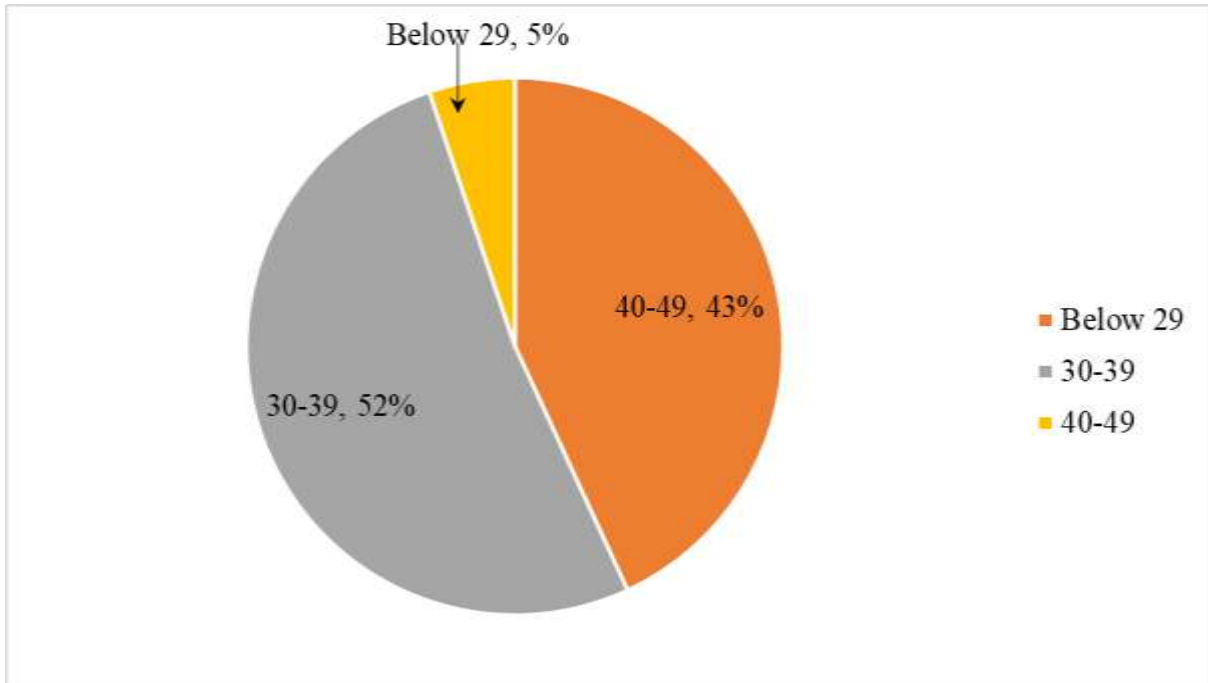


Figure 3: Age of respondents

(Source: Primary Data)

The results obtained in relation to the age of the respondents are shown in Figure 3. According to the data, the majority of responses were between the ages of 30-39, 40-49, and under, with employees under 29 being the youngest. The results indicated that Abacus Parenteral Drugs Limited's workforce was primarily youthful. Young people are often active, vivacious, creative, and very focused on helping the business accomplish its goals and objectives—in this case, organizational performance—which might be the rationale behind hiring them

4.3.3 Education

Results related to education of respondents was summarized using a frequency table. The results are presented in Table 4.

Table 4: Highest level of Education

| Education | Frequency | Percent |
|----------------------|------------------|----------------|
| Master's Degree | 1 | 1.7 |
| Undergraduate Degree | 52 | 89.7 |
| Diploma | 4 | 6.9 |
| Certificate | 1 | 1.7 |
| Total | 58 | 100.0 |

(Source: Primary Data)

The findings of the respondents with regard to education are shown in Table 4. The majority of those surveyed held an undergraduate degree. These accounted for 89.7% of all respondents that took part in the research. The results showed that the majority of the staff members had advanced degrees, which suggests that they had the talents, knowledge, and skills needed to support Abacus Parenteral Drugs Limited in achieving its organizational performance goals.

4.3.4 Years in service

The study sought the years respondents had been in service at Abacus Parenteral Drugs Limited. The results are summarized in figure 4.2.

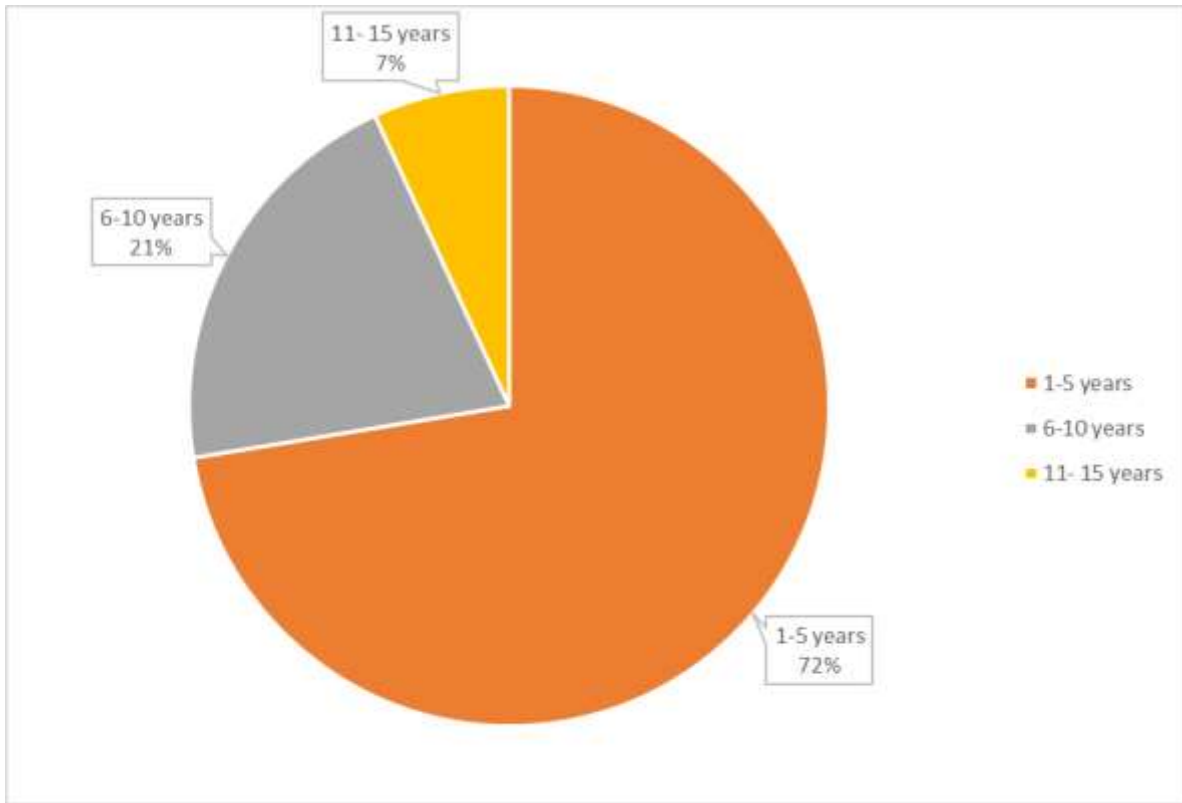


Figure 4: Years in service

(Source: Primary Data)

Figure 4 indicates the results which were obtained from respondents in relation to the years in service. The results obtained that most respondents had been in service for a period 1-5 years (72%). The results also revealed that the least number of employees were those who had been in service for a period between 11-15 years (7%). The results meant low employee retention at Abacus Parenteral Drugs Limited. This is bound to affect organizational performance since failure to retain employees implies consistent loss of talent which compromises efficiency and effectiveness.

4.4 Descriptive Statistics

The review obtained interesting measures of mean and standard deviation for the purpose of assessing the understanding of the level of innovation quality, timely delivery, client focus, and preparation and advancement at Math gadget Parenteral Medications Restricted. When interpreting these results, a mean close to 1 suggested that many respondents disagree, while a mean close to 5 suggested that most respondents agreed. The degree of variability amongst reactions was determined using the standard deviation. A value less than one suggested minimal variation, but a standard deviation of one or higher suggested significant variability.

Table 5: Descriptive Statistics in relation to Technology Quality

| Items | N | Min. | Max. | Mean | Std. Dev. |
|---|----|------|------|-------------|-------------|
| Technology has played a significant role in improving communication | 58 | 1 | 5 | 4.1 | 1.038 |
| Quality technology has enhanced successful adherence to quality practices. | 58 | 1 | 5 | 3.83 | 1.062 |
| Flexible technology influences quality levels in all directions up, down and laterally. | 58 | 1 | 5 | 3.83 | 1.028 |
| Appropriate system of technology has allowed the organization to evaluate progress | 58 | 1 | 5 | 3.81 | 0.926 |
| Appropriate technology supports agencies in considering customer ever changing needs | 58 | 2 | 5 | 3.72 | 0.894 |
| Appropriate system of technology has allowed the organization in setting priorities | 58 | 2 | 5 | 3.64 | 0.986 |
| Technology applications reduce stock out costs | 58 | 1 | 5 | 3.6 | 1.025 |
| The organization instituted electronic applications to eliminate waste | 58 | 1 | 5 | 2.95 | 1.33 |
| Average Mean and Standard Deviation | | | | 3.69 | 1.04 |

(Source: Primary Data)

Table 5 obtained overall average mean=3.69, and Std. Dev=1.04 in relation to the statements under technology quality. From the mean perspective, the results meant that most of the respondents agreed that there was technology quality at Abacus Parenteral Drugs Limited.

However, the level of agreement to this effect was generally moderate. On the other hand, the SD obtained in relation to the notions under technology quality revealed a high degree of variability among responses. This implied that whereas it is true that most respondents agreed, the number of respondents who expressed otherwise was equally significant. Overall, these results implied that much as there is technology quality at Abacus Parenteral Drugs Limited, it requires further improvement to reach the actual standards.

The major reasons why respondents suggest that technology quality is prevalent at Abacus Parenteral Drugs Limited are; the ability of the technology to allow the organization to evaluate progress (Mean=3.81, SD=.926); ability of technology to support agencies in considering customer ever changing needs (Mean=3.72, SD=.894); and ability of technology to guide in setting priorities (Mean=3.64, SD=.986). On the other hand, much as most respondents agreed that; technology has played a significant role in improving communication (Mean=4.1, SD=1.038); enhanced adherence to quality practices (Mean=3.83, SD=1.062); and highly flexible to influence quality (Mean=3.83, SD=1.028), the statements were subject to high variability ($SD > 1$). In this case, the findings implied that much as to greater extent most respondents are satisfied with the technology in addressing the issues highlighted, is not fully satisfactory.

Table 6: Descriptive Statistics in relation to On-time Delivery

| Items | N | Min. | Max. | Mean | Std. Dev. |
|---|----------|-------------|-------------|-------------|------------------|
| Rendering on-time delivery to customers results into customer loyalty | 58 | 2 | 5 | 4.43 | 0.728 |
| On-time delivery contributes to positive image of the firm | 58 | 2 | 5 | 4.29 | 0.899 |
| On-time delivery establishes trust and eliminate fear | 58 | 2 | 5 | 4.22 | 0.796 |
| Responsiveness to customer needs contributes to customer satisfaction | 58 | 2 | 5 | 4.22 | 0.879 |
| On-time delivery results into high satisfactory sales growth | 58 | 1 | 5 | 4.09 | 1.064 |
| On-time delivery enhances market share of a business | 58 | 2 | 5 | 4 | 0.772 |
| Our firm observes on-time delivery to customer orders | 58 | 2 | 5 | 3.97 | 0.837 |
| On-time delivery to customer eliminates complaints effects | 58 | 1 | 5 | 3.62 | 1.226 |
| Average Mean and Standard Deviation | | | | 4.11 | 0.9 |

(Source: Primary Data)

From table 6, descriptive results in relation to on-time delivery were presented. Overall responses revealed aggregated mean=4.11 and Std. Dev.=.90. From the mean result, the results meant that most of the respondents agreed with the statements in relation to on time delivery. In addition, the mean response was subject to a low degree of variability, which confirms that the results truly depicted the true state of affairs with regard to on-time delivery. The implication of these results is that on time delivery at Abacus Parenteral Drugs Limited was high. The underlying reasons why respondents agreed that there was on time delivery was mainly due to the level of customer loyalty (Mean=4.43, SD=.728), positive image the organization was enjoying (Mean=4.29, SD=.899), established trust (Mean=4.22, SD=.796) and the level of responsiveness to customers (Mean=4.22, SD=.879). However, much as the mean result suggests most respondents agreed that on-time delivery could result in improved sales growth (Mean=4.09, SD=1.064) and eliminate complaints (Mean=3.62, SD=1.226), it is not conclusive as a significant number of respondents expressed otherwise as indicated by the

high degree of variability among responses. It is implied that sales increase and reduced complaints at Abacus Parenteral Drugs Limited remains is still relatively low much as there is on time delivery.

Table 7: Descriptive Statistics in relation to Customer Focus

| Items | N | Min. | Max. | Mean | Std. Dev. |
|--|----------|-------------|-------------|-------------|------------------|
| Customers are considered bosses at APDL | 58 | 1 | 5 | 4.26 | 0.928 |
| APDL has a system that tracks and procedures to appropriate handle customer complaints | 58 | 1 | 5 | 4.1 | 0.968 |
| Customer specifications are used in developing products | 58 | 1 | 5 | 3.91 | 1.014 |
| There are shared communication platforms to gain feed from customers | 58 | 2 | 5 | 3.81 | 1.051 |
| Health relationship management is maintained by APDL | 58 | 1 | 5 | 3.78 | 1.06 |
| Attempt are made by APDL to collect, analyze and disseminate information to support customer interests | 58 | 1 | 5 | 3.76 | 0.961 |
| There is a shared customer centric culture throughout APDL | 58 | 1 | 5 | 3.66 | 1.148 |
| Effort is made by APDL to share information with other agencies to support customers | 58 | 2 | 5 | 3.64 | 0.95 |
| There is ample time put to review customer changing interests | 58 | 1 | 5 | 3.6 | 1.123 |
| There is after service follow with customers | 58 | 2 | 5 | 3.59 | 0.899 |
| There is annual market research conducted to establish customer opinions | 58 | 1 | 5 | 3.43 | 1.061 |
| Average Mean and Standard Deviation | | | | 3.78 | 1.01 |

(Source: Primary Data)

Table 7 indicates responses obtained in relation to customer focus. Overall, an average mean =3.78 and Std. Dev.=1.01 were obtained in relation to the different notions in relation to customer focus at Abacus Parenteral Drugs Limited. These results meant that most respondents agreed the statements which were presented under customer focus. This suggests that Abacus Parenteral Drugs Limited was customer focused. However, the high degree of variability of the corresponding SD implied specific customer focus aspects were not being adhered to in Abacus Parenteral Drug Limited. From the results, the major reasons why

respondents agree that Abacus Parenteral Drug Limited is customer focused were; taking the customer as the boss (Mean=4.26, SD=.928); and having a system and procedure to handle customer complaints appropriately (Mean=4.1, SD=.968). On the other hand, respondents least agreed with the notion that there is after service follow up (Mean=3.59, SD=.899), while respondents were undecided as to whether they conduct annual market research to establish customer opinions (Mean=3.43, SD=1.061). The findings therefore implied that service follow up is still very low while conducting market research is almost nonexistent at Abacus Parenteral Drugs Limited.



Table 8: Descriptive Statistics in relation to Training and Development

| Items | N | Min. | Max. | Mean | Std. Dev. |
|---|----------|-------------|-------------|-------------|------------------|
| Training and development empower employees to aim high | 58 | 1 | 5 | 4.26 | 0.89 |
| Training and Development program instill innovative behaviors | 58 | 1 | 5 | 3.98 | 0.908 |
| Training and development support staffs to share knowledge | 58 | 2 | 5 | 3.97 | 0.858 |
| Training has been absolutely vital to the success of TQM. | 58 | 2 | 5 | 3.95 | 0.963 |
| There are appropriate systems for regular appraisal process in the organization to enhance individual development resources | 58 | 2 | 5 | 3.91 | 0.96 |
| The organization has good training management systems leading to skill acquisition and successful TQM implementation | 58 | 1 | 5 | 3.9 | 0.852 |
| The firm conducts awareness training for all management | 58 | 1 | 5 | 3.84 | 0.97 |
| The organization is engaged in increased training of staffs at all levels | 58 | 1 | 5 | 3.74 | 1.085 |
| Organization technology is streamlined to enhance product quality innovation | 58 | 1 | 5 | 3.66 | 1.069 |
| Training and development are used as a motivation incentive to stir performance | 58 | 1 | 5 | 3.6 | 1.242 |
| The organization's technology supports information sharing across to facilitate prompt TQM | 58 | 1 | 5 | 3.41 | 1.109 |
| Average Mean and Standard Deviation | | | | 3.84 | 0.99 |

(Source: Primary Data)

Table 8 showed amassed mean worth of 3.84 alongside SD=0.99 corresponding to articulations introduced under preparing and advancement. In view of the mean outcome, it implied respondents concurred with a large portion of the ideas under preparing and improvement. This by and large suggested that preparation and improvement at Math device Parenteral Medications Restricted was pervasive. The way that the mean worth was over the SD likewise suggested that the reactions mirrored the genuine the state of affairs of preparing and improvement inside Math device Parenteral Medications Restricted. Respondents for the most part concurred that the preparation and improvement practice was engaging (Mean=4.26, SD=.89), ingrains creative way of behaving (Mean=3.98, SD=.908), upholds sharing of information (Mean=3.97, SD=.858) and fundamental for the accomplishment for TQM (Mean=3.95, SD=.963). Nonetheless, high fluctuation was communicated in articulations in regards to whether preparing was directed at all levels (Mean=3.74, SD=1.085), smoothed out to improve item quality (Mean=3.66, SD=1.069), and whether preparing rouses execution (Mean=3.6, SD=1.242). The discoveries in this manner suggested that whatever amount of preparing and advancement was predominant, these issues should have been gotten to the next level.

4.5 Inferential Statistics

The study used connection analysis to meet the objectives of the review. A connection analysis is a quantifiable skill that is used to verify a relationship between two or more variables. Taking everything into account, the coefficient of connection (r) is used to determine if the association is weak or strong, with a value ranging from -1 to 1. Positive and negative connections are used in this investigation to illustrate the concept of a relationship that is closely related to its strength. The review specifically used Pearson connection analysis because, given that it is dependent on the covariance approach, it is seen to be the optimum method for examining the relationship between components.

4.5.1 Technology and Organizational Performance

Table 9: Pearson Correlation Analysis between Technology and Organizational performance

| Variables | | 1 | 2 |
|--------------------------------|---------------------|--------|----|
| Technology (1) | Pearson Correlation | 1 | |
| | Sig. (2-tailed) | | |
| | N | 58 | |
| Organizational performance (2) | Pearson Correlation | .656** | 1 |
| | Sig. (2-tailed) | 0.000 | |
| | N | 58 | 58 |

** . Correlation is significant at the 0.01 level (2-tailed).

(Source: Primary Data)

Connection brings about Table 9 uncovered a critical and moderate positive connection between innovation quality and hierarchical execution ($r=.656$, $p<0.01$). These findings meant that enhancing technology quality would lead to an improvement in organizational performance in Abacus Parenteral Drugs Limited to a magnitude of 65.6%. The results therefore implied that stimulating organizational performance would necessitate ensuring technology quality.

Indeed, this can be supplemented by one of the key informants who had this to say:

“Technology has greatly changed the way we function as a company. We now produce more products per minutes and incur the lowest cost ever since we acquired new technology.”

Another interviewee noted as follows;

“Technology has made us more efficient and effective. In fact, most of our employees get more time to rest because most of the company operates on a computerized system. This is making them enjoy work and motivating them to work towards achieving organizational objectives”

From these narratives, it is evident that technology is associated with efficiency and effectiveness.

4.5.2 On-time Delivery and Organizational Performance

Table 10: Pearson Correlation Analysis between On-time Delivery and Organizational performance

| Variables | | 1 | 2 |
|--------------------------------|---------------------|-------|----|
| On-time Delivery (1) | Pearson Correlation | 1 | |
| | Sig. (2-tailed) | | |
| | N | 58 | 58 |
| Organizational Performance (2) | Pearson Correlation | 0.236 | 1 |
| | Sig. (2-tailed) | 0.074 | |
| | N | 58 | 58 |

** . Correlation is significant at the 0.01 level (2-tailed).

(Source: Primary Data)

Table 10 indicated obtained that on-time delivery is positively related with organizational performance, although it's not significant ($r=0.236$, $p>0.05$). The results meant that whereas enhancing on-time delivery would translate in organizational performance, it is quite unlikely that this change would easily be noticed. The implication to that effect is that companies, in particular Abacus Parenteral Drugs Limited do not have to focus on on-time delivery as a strategy which can help them translate organizational performance.

Although, this somehow contradicts with the opinions and views of interviewees. Notably, one of the interviewees stated as follows;

“On-time delivery is important because by the time a customer orders for products, they really need them. Delaying products means the customer is going to make a loss and this is not a good thing.”

In the same way, one of the departmental managers stated as follows:

“As a company, we have tested and proved that delivering products to customers is very important because it builds trust and loyalty. So, we try as much as we can to make sure we supply our customers with their orders within the shortest time possible much as we still face some challenges”

A critical evaluation of opinions and thoughts of key informants suggests that on-time delivery is important. However, it is acknowledged that challenges still exist. Perhaps, this is the reason that the quantitative findings demonstrate that on-time delivery does not influence organizational performance. The fact that challenges exist is a signal that on-time delivery is still minimal or even nonexistent and therefore the majority of respondents have not felt its impact as yet.

4.5.3 Customer Focus and Organizational Performance

Table 11: Pearson Correlation Analysis between Customer Focus and Organizational performance

| Variables | | 1 | 2 |
|--------------------------------|---------------------|--------|----|
| Customer Focus (1) | Pearson Correlation | 1 | |
| | Sig. (2-tailed) | | |
| | N | 58 | |
| Organizational performance (2) | Pearson Correlation | .627** | 1 |
| | Sig. (2-tailed) | 0.000 | |
| | N | 58 | 58 |

** . Correlation is significant at the 0.01 level (2-tailed).

(Source: Primary Data)

From table 11, a moderate significant positive relationship was obtained between customer focus and organizational performance ($r=.627$, $p<0.01$). These results meant that stimulating customer focus leads to a moderate boost in organizational performance to a magnitude of 62.7%.

Likewise, key informants had specific reasons to appreciate the role of customer focus. This is concluded based on one of the statements which was made by one of the managers. It goes as follows:

“Our customers are the reason we exist, and we make sure all our actions and behavior correspond with their desires. For instance, our production depends on the number of orders we have receive, which helps us to safeguard our resources.”

Overall, a critical analysis of quantitative and qualitative data provides a clear signal that customer focus is indeed paramount in influencing organizational performance. In this case, the findings implied that the level of customer focus has a significant bearing on the extent to which Abacus Parenteral Drugs Limited can be able to improve its performance.

4.5.4 Training and Development and Organizational Performance

Table 12: Pearson Correlation Analysis between Training and development and Organizational performance

| Variables | | 1 | 2 |
|--------------------------------|---------------------|--------|----|
| Training and Development (1) | Pearson Correlation | 1 | |
| | Sig. (2-tailed) | | |
| | N | 58 | |
| Organizational Performance (2) | Pearson Correlation | .698** | 1 |
| | Sig. (2-tailed) | 0.000 | |
| | N | 58 | 58 |

** . Correlation is significant at the 0.01 level (2-tailed).

(Source: Primary Data)

Table 12's correlation results showed a moderately significant, positive link ($r=.698$, $p<.01$) between organizational performance and preparing and improvement. As indicated by the discoveries, further developing preparation and improvement boosts organizational performance in businesses by around 69.8%, with Abacus Parenteral Drugs Limited being the exception. Training and growth are, in fact, regarded as fundamental to this organization. According to a few of the informants:

"This company engages in ongoing training and development to ensure that its employees possess the necessary knowledge, skills, and abilities to carry out tasks with professionalism."

Another informant had noted as follows:

We provide our employees with both on-the-job and off-the-job training here. We ensure that workers receive training because we are confident in their ability to carry out duties and obligations as effectively and efficiently as possible, benefiting our business.

The findings therefore suggest that encouraging learning and growth at Abacus Parenteral Drugs Limited is essential as it will have a positive impact on organizational performance.

4.6 Conclusion

This chapter statistically summarizes data which were obtained from the field. The data is interpreted to make meaning of the responses which were obtained. The key findings obtained in this chapter is that technology, customer focus and training and development are important quality management practices which have the potential to influence organizational performance. It is further evident that on-time delivery is not among the factors which can influence organizational performance.



CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section offers a conversation, ends, and suggestions based on the findings that align with the review's objectives, which included examining the effects of innovation on APDL, Uganda execution; determining the effects of on-time delivery on APDL, Uganda execution; evaluating the effects of client centers on APDL, Uganda execution; and determining the effects of preparation and improvement on APDL, Uganda execution. The section also includes areas for further investigation and clear systemic barriers of the study.

5.2 Discussion of findings

5.2.1 Influence of technology quality on organizational performance

Findings revealed that technology quality significantly influences organizational performance of pharmaceutical manufacturing companies, more so in Abacus Parenteral Drugs Limited. These findings meant that improving technology quality would significantly stimulate organizational performance at Abacus Parenteral Drugs Limited. With the same view, the researcher articulates that technology is a key driver for determining the level of efficiency and effectiveness of a manufacturing company. With advanced technology, a company is able to streamline its process in a manner which is more efficient so that it can produce products within a short period. The findings are consistent with Stergios and Chatzoglou (2012) who postulated that technology is a key determinant of competitive advantage.

In the same context, Wright (2008) who unveiled that efficiency and effectiveness within the organization requires the implementation of advanced technology. This implies that the company can be able to produce many products using minimal resources inputs such as labour, electricity and time among others. This not only enables the company to produce high quality products, but also products whose production takes minimal cost. This puts the company in a better position where it can charge a relatively lower price compared to the market price to increase its market share and subsequently improve revenue. This corresponds with Hishmati and Loof (2008) and Taguchi (2009) who articulated that technology is crucial

because it stimulates efficiency of systems, which enables the company to produce products and services with efficiency. These findings also contribute to the resource-based theory by expressing clearly how companies can use internal resources to achieve desired performance (Hunt & Morgan 1995). In this research, it is evident that the adoption of technology as an internal resource is inevitable in helping companies to achieve desired performance.

In this case, this research sends managers and policy makers a signal a communication that it is important to embrace quality technology since it builds internal capacity to expand production and reach out to different markets which other competitors within the industry cannot reach. This gives the company a competitive advantage to earn more revenue, and produce quality products which are highly marketable. The study teaches us that it is necessary for companies to institute technology which ensures effective communication so that employees can easily share information, knowledge and experiences which would help them to improve their work. Likewise, it demonstrates the need to institute technology which eliminates error as this would improve quality of products and services which are attractive in the market.

5.2.2 Influence of on-time delivery and organizational performance

Surprisingly, this study found that on-time delivery does not influence organizational performance among pharmaceutical companies, more especially; Abacus Parenteral Drugs Limited. The findings herein noted that however much on-time delivery is intensified within a company, it would not translate in significant improvement in organizational performance. The findings contradict with numerous scholars such as that of Mello et al., (2015b) and Bhattacharyya and Guiffrida (2015) who attest that early delivery results into many customer outcomes such as customer commitment, customer loyalty and customer satisfaction which increases the likelihood of selling more products and services. Likewise, Sabur and Simatupang (2015) noted that effectiveness and efficiency depend on management's ability to coordinate all aspects of the firms to fulfill promised-time delivery according to customer requests.

In the same context, the expectation of the researcher is that on-time delivery should translate in organizational performance. This is because it builds a company which is known for being efficient. More so, given the nature of the sector in which this study was conducted, it would be expected that efficiency of on-time delivery would enhance the corporate image of the company and guarantee that the various clients have access to drugs within the shortest period. More so, on-time delivery guarantees efficiency since it is driven on the doctrine of making sure the clients are receiving products and services in real-time, which is also a key precondition for determining the level of efficiency of the company. Likewise, it is denoted that on-time delivery avoids delay underway of items and administrations (Guiffrida and Jaber, 2008). Then again, Alfred et al., (2006) noted that it is important for customers to receive products and services when they need them because that is when they are relevant. This explanation clearly demonstrates why on-time delivery is fundamental under normal circumstances.

Nonetheless, it is important to note that most of the available literature which strongly emphasizes that on-time delivery is crucial in organizational performance was conducted mainly in developed countries. Perhaps, this could suggest that such findings are not applicable to Uganda's context. More so, most of the previous researches were conducted in

other sectors, not necessarily pharmaceutical companies. The empirical contribution of this research to that influence on-time delivery on organizational performance varies from one sector to another. This can be explained by the fact that different sectors face different business dynamics.

5.2.3 Influence of customer focus on organizational performance

This study found out that customer focus significantly influences the level of organizational performance among manufacturing companies. The findings meant that the more companies become customer centric is the more they will increase on their performance, more especially among pharmaceutical companies. In this case, the findings suggest that company's actions and behavior must be driven by customers in order to perform. Important to note, customer focus focuses on expectations and perceptions of customers regarding specific decisions undertaken. This customer information relevant because it ensures that all innovations and strategic decision undertaken by the company are customer-oriented. This not only encourages many customers to buy more from the company, but also recognize it as a legitimate one. The study also finds that it is crucial to build strong customer relationships because no company can thrive without customers. Whereas companies can have the necessary resources to produce products and services, customers only demand products which match their needs and expectations. Subsequently, this creates a great desire for the company to adopt a mechanism where it can easily interact with customers to obtain feedback which can be relied on in the future.

The findings are strongly support Joseph Juran's Quality theory which emphasizes that simplicity, completeness, and purity are important. In explaining these attributes, the theory indicates that the objective is to make the customer happy by producing high quality products that meet the demands of consumers (Bergquist & Edgerman, 2006; Quazi et al 2002). This research is of the reasoning that being able to produce products and services which meet the demands of customers is primarily dependent upon being able to understand needs of customers, which is easily attainable when the company is customer focused.

From the empirical perspective, Gupta and Lehmann (2005) unveiled that putting customers' best interests at the fore of doing business is the passport to winning in marketplace. Once customers are impressed by what the firm offers both the quality of the product and the style of handling customers, results into customer satisfaction then retention as well as their associated benefits to the firm. More so, Shah et al., (2006) attest that customer centric measures enable business uncover and quickly address unmet needs of customers to prevent defection among other negative customer behaviours that affect performance.

In congruence, the researcher stresses that being customer focused is crucial because customers are the ones who provide the market for all products and services produced by any company. In this case, it means that for a company should fully be driven by the customer, and not by their institutional desires. A company which is customer centric finds it easy to obtain important information such as; establishing the actual demand; understanding where the customers are; understanding the demand variations; and the quantities demanded. This information can guide companies in undertaking proactive decisions such as market concentration, determining production quantity and pricing among others. This is in line with Saravanan and Rao (2006) who advanced that customer centric companies are able to produce products and services which are marketable. As a consequence, the company is able to improve sales and revenue which are key determinants of organizational performance. Therefore, as policy makers and managers, this research holds a message that customer focus should be considered as one of the strategies which can stimulate organizational performance.

In fact, the researcher contends that customer focus can guide companies in minimizing resource redundancy and wastage, which are crucial in establishing an efficient and effective company. Hence, as policy makers and managers, this research teaches a lesson to always be customer focused. This is inevitable because the company will be rich with customer information, which would be important in producing products and services which are valued by consumers to perform.

5.2.4 Influence of training and development on organizational performance

The discoveries thus settled that preparation and improvement was modestly critical and emphatically related with authoritative execution among drug organizations, specifically Math device Parenteral Medications Restricted. These discoveries implied that improvement of preparing and advancement causes critical positive varieties in authoritative execution. These discoveries in this manner suggest that having the option to help proficiency, income and piece of the pie requires drug organizations to increment fair and square of preparing and advancement.

These discoveries are in accordance with Amir and So be it (2013) who proposed that further developing execution of the organization requires empowering staff to have the ideal information, abilities and capacities, which can be accomplished through preparing and advancement. In a similar way, Falola et al., (2014) and Victor and Jonathan (2013) concentrates on directed in Nigeria laid out that preparation and labor supply improvement upgrade worker proficiency and occupation efficiency, which deciphers in hierarchical execution. What we gain from these discoveries is that representatives assume a significant part in the fulfillment of hierarchical execution. However long they have the vital abilities, information and capacities, they will become useful and productively direct the organization accomplish something very similar.

In help, the specialist remarks that representatives comprise one of the significant assets through which associations can have the option to accomplish expected targets. For them to proficient and powerful, they should be completely equipped and side by side with the common elements of the business. Preparing and improvement are one of the courses through which representatives' abilities, information and capacities can be upgraded subsequently making them more skillful to execute errands and obligations in order to work with hierarchical execution. All the more in this way, giving preparation and advancement to representatives constructs certainty and trust which makes them more responsible for their activities. In harmoniousness, asset based hypothesis unequivocally stresses that inner assets are significant in directing organizations to accomplish expected goals. The hypothesis additionally features HR as one of the vital interior assets to depend on (Chase and Morgan, 1995). From this time forward, it tends to be presumed that giving preparation and

improvement to representatives fills in as a transition to progress on the had interior assets. Consequently, the examination adds to the hypothesis of asset based view by affirming the job of human resources in executing assignments and obligations with the essential productivity, which is additionally significant in working on hierarchical execution.

5.3 Conclusion

It is clarified herein that one of the factors with the capacity to influence organizational performance of pharmaceutical companies is technology. This technology improves efficiency, so that companies can be able to produce extensive products and services at very low cost. As such, it is no doubt that pharmaceutical companies can charge low price for products and services to attract a large market base. What we learn from this is the fact that companies should avoid dealing with obsolete technology and instead acquire new technology which matches the prevailing environment to improve efficiency.

Whereas there is a general belief that on-time delivery is crucial in stimulating organizational performance, this research unleashes that this is not the case with pharmaceutical companies. Therefore, it can be stated that irrespective of whether a pharmaceutical company is able to deliver products and services on time or not, it will still perform as long other factors are in place.

Nonetheless, it is proved that customer focus is inevitable for the achievement of organizational performance. This informs us that pharmaceutical companies which are customer centric will be able to produce products and services which match customers' expectations and perceptions. This will improve revenue and sales so that the company performs. It is therefore inevitable for policy makers and managers to make sure their operations are streamlined towards the customers they serve.

Training and improvement are vital for guaranteeing hierarchical execution. At the point when established inside the organization, workers' information, abilities and capacities will be improved to make them sufficiently equipped to execute assignments and obligations with productivity and viability. Basically, obviously organizations should try to found preparing

and improvement projects to guarantee that representatives abilities, information and capacities are cutting-edge to provide a reasonable guidance.

5.4 Managerial, policy and theoretical implication

This research contributes significantly to managerial, policy and theory.

It clearly outlines the factors which are crucial in stimulating organizational performance, namely; technology, customer focus and training and development. This is important because it demonstrates clearly the strategic decisions managers should undertake in order to enhance organizational performance. The research also goes ahead to show that whereas on-time delivery is a common practice, it's not vital to dwell on as a factor that can stimulate organizational performance. This is important for managers in redirecting resources for purposes of minimizing resource wastage and redundancy which can compromise organizational performance.

Strategy producers through approach plan and execution to some extent impact the outside business climate of organizations, and drug organizations are not an exemption. Likewise, this exploration gives a reasonable ground whereupon strategy creators can form arrangements which expect to impact organizations to embrace explicit innovation, consistently lead preparing and improvement, as well as increment client center.

The research contributes to the theory of resource-based view clearly demonstrating that internal resources are inevitable in enabling companies to achieve intended objectives. It affirms that technology is one of the internal resources that companies can capitalize on to stimulate performance. It also endorses the fact that human resources are a core resource, a reason why it is important to always conduct training and development to keep resource up to date. Value Chain theory is also visible is also clearly pronounced in this research, especially as it unveils the relevance of customer focus. The theory emphasizes that the customer should always be put first, an aspect which is clearly visible herein.

5.5 Recommendations

The study finds that technology influences organizational performance. Abacus Parenteral Drugs Limited therefore work towards embracing technology to stimulate organizational

performance. This should involve replenishing obsolete technology and replacing it with advanced one to increase efficiency and effectiveness within the process.

It is demonstrated that preparation and improvement are center in animating authoritative execution. Hence, it is significant for Math device Parenteral Medications Restricted to prepare and foster representatives constantly. This is significant on the grounds that workers will be improved with most recent information, abilities, and capacities which can make them more productive. Various types of preparing and advancement like mentorship, training, and designation ought to accordingly be heightened.

The study finds that customer focus is key for ensuring organizational performance. Customer focus should therefore be adopted as one of the cultures of Abacus Parenteral Drugs Limited. This will build a framework where customers are treated as a priority in every activity which will enable the company to better address their needs and expectations to improve performance as a result of increased demand for its products and services.

5.6 Limitations of the research

There is no research without any limitations;

This was case study design research which focused on only one company, that is; Abacus Parenteral Drugs Limited in the whole of pharmaceutical manufacturing companies in Uganda. It is therefore unlikely that the results obtained herein are fit for generalization.

Also, the results were obtained from a small sample size. Even then, the researcher was able to obtain data from 58 out of 66 targeted respondents. It is generally accepted in basic research that a small sample may not fully reflect the status quo of the issue under investigation. It is therefore likely that the findings herein are susceptible to this limitation.

5.7 Area for further research

It is vital to look at the impact of value the executives practices of innovation, client center, on time conveyance, and preparing and improvement on authoritative execution across different drug producing organizations in Uganda.

Researchers ought to look at the impact of other quality administration rehearses on hierarchical execution of drug organizations in Uganda. This examination was just disposed on innovation, client concentration, preparing and improvement, and on-time conveyance.



REFERENCES

- "Rakesh Nagi and Alfred L. Guiffrida, (2006). Cost profiles of store network delivery operations. *Financial Aspects of Global Diary of Creation*, Vol. 102, Issue 1, 25."
- "A Case for Estimating Administration, Anderson, E.F. (2011). 35: 197–203, *Nursing Organization Quarterly*."
- "So be it, Imran, and Amir Elnaga (2013). The Effect of Planning on Representative Performance" *European Business Journal and The Board* 137–147 in Vol. 5, No. 4 "APDL (2017). site ace record, issue no. 5 fire up: 05, pages 04–08" "Vitha Amelia Asep Mohamad Noor (2009). Using the Taguchi technique, the firm cream item process is subject to a Quality Improvement System. Page 30.
- "Drs. Kimani Chege G, Ashikhube Humphrey Otuko, and Musiega Douglas (2013). "Aspects of Representatives' Work Execution Are Affected by Preparing Aspects," *Global Business and The Board Innovation*, Vol. 2, No. 9, pp. 138–149 Al-Hejji, S., and Assaf, S. A. (2006). explanations for large-scale development project delays. *Global Task Force Diary*, 24(4), pages. 49."
- "M. K. Sharma and R. Bhagwat (2007). Production network execution estimation across the board: A reasonable scoring method, *PCs and Modern Designing*, 53(1), 43-62. Meijer M., Hellin J.
- "AL Guiffrida and Bhattacharyya (2015). A framework for improvement aimed at enhancing provider delivery performance." This link points to a science article with the publication number S0307904X14006647." Birger Wernerfelt, An Asset-Based View of the Firm (1984). *Critical Administration Journal*, Volume 5, Issue 2, pages 171–180"
- "Blanton Godfrey and Ron S. Kenett (2007) A Point of view on Past Commitments and Future Effect. pp 656"
- Confirmation Planning for Uganda, Charles Walaga, 2003, pages. 45 Cooper, D R, Schindler, P S (2014), *Business research Techniques* (tenth edition) New York's Mc GrawHill. Dahlgaard, Jens Jörn, and Sumi Park Dahlgaard (2004) "Hybrid

learnability and Innovability: A Survey, Diagnosis, and Further Development Framework for Advancements, pp. 15-17."Rajeev P. V. and Dilip Kumar (2004). The Esteem Chain: A Conceptual Framework. The Banaras Hindu College Foundation, Varanasi-221005, Uttar Pradesh, India page 74.

"Hezekiah Falola (2014). Sufficient preparation and progress regarding representatives' presentation and the seriousness of the association in the Nigerian financial sector. Pledge College Ota, Nigeria's Ogun State. Page 25.A. V. Feigenbaum (1961). total quality assurance. McGraw-Hill, New York. Anis Mahomed Karodia, Richard Cowden, and Franklin Darn Kum (2014). "Contextualizing ESCON Counseling Restricted: The Impact of Improvement and Preparation on Worker Execution," Singaporean Diary of Business Financial Matters and The Executives Studies, Vol. 3, No. 3, pp. 72-105. Taylor, Frederick W. (1911). Harper Brothers (New York) published The Standards of Logical Administration in 1911. Pages 5–29.

"Soares, Sofia, and Joseph J. Paton, Gustavo B. Mello (2015). A flexible population code for the striatum. pp. 52, Epub 2015 Apr 23.A.B. Godfrey (1994). Chief Greatness, vol. 12, pp. 10–11, 1994; 10 Quality Patterns.

Gupta Donald R. Lehmann, Sunil (2005). Respecting Customers. Volume 41, Issue 1, pages 7–18, Diary of Showcasing Exploration.

"Heshmati, A. additionally, H. Loof (2008). Venture and Firm Execution: Correlation or Causation? 6:268–282, Diary of Corporate Proprietorship and Control."The similar benefit hypothesis of rivalry," by Chase, S.D. and Morgan, R.M. (1995), Diary of Promoting, Vol. 59, April, pp. 1-15."ICRC, Great Assembly Practices assessment report, June 2017; Math device Limited Usage of Parenteral Medications, page 5.

Judge W.Q.J. additionally, Douglas, T.J. (2001), "Ultimate quality management implementation and advantage: the role of primary oversight and inquiry, Foundation of The Executives Diary, vol. 44."(2009) Karen A. Milczynski.

Michigan State College, Writing Survey, "Viability of Gaming in the Homeroom," pp. 5.

"K. Kaynak (2003). The relationship between strict quality control procedures and how they affect business operations, Task Diary 205–17 in *The Executives*, vol. 21.

"The Exploration Approach: Strategies and Procedures by Kothari and Gaurau Garg (2015). Jeremy Pe Spencer, Lamport J Daniel, Caroline Saunders, Laurie T. Head servant (2014). vegetables, organic goods, pure juices, and mental capacity. Page 45. Portolese Laura (2012), *Beginning HR Administration: Human Resource Course Book* Page 272.

"H.A.E. Magd (2008). Interpretations and perspectives on ISO 9001:2000 in the Egyptian assembly region. *Worldwide Diary of Value and Unwavering Quality Management*, pages 173-200. Nyaoga, R., Magutu P., Mbeche, M., and Ombati, T. O. (2010). Practices of Quality Administration in Kenyan Educational Institutions: The Case of the College of Nairobi. Page 22 of *African Diary of Business and The Board*.

"Jackson, John H., and Robert L. Malthis also (2010). *Human Resource* Page 410-496, The Board, Thirteenth Edition.

Michael Milgate (2001). Inventory network complexity and delivery performance: a worldwide exploratory analysis Macquarie College, located in Australia's New South Wales. Page 12.

"Mugenda, O. M. and Mugenda, A. G. (2003). *A-Z of Bangladesh Drug Industry*, Mahiuddin A.K. (2018), pp. 92. *Methodologies for research: both subjective and quantitative*. African Community for Innovation Studies, Nairobi.

"S.F. Slater, D.L. MacLachlan, and J.C. Narver (2004). Market direction that is proactive and responsive, as well as the success of new items. *Journal of Item Progression The CEOs*. 21(5): 334–349.

"Achieving execution excellence through business greatness, Oakland, J. (1999). 20(7) *Credit Control*: 23–31.

- "J. Oakland (2003). Butterworth Heinemann, "Complete quality administration - Text with cases," second edition.M.J. Ogada (2012). The decentralization of Woodland Executives in Kenya: effects on family ranch ranger service options in Kakamega.Patrick M. Wright (2008). Human Resource The executives driving practice and asset evaluation for human resources. Section One: Breaking Boundaries for Motivations behind Comprehensiveness, Volume 47, Issue 2 Extraordinary Issue, pp. 198.
- "Priyambada Pandey and Goyal Anju, 2018: A Quality Management Framework for the Pharmaceutical Sector, page 18.
- "Psomas, Evangelos L.; Pantouvakis, Angelos; Kafetzopoulos, Dimitrios P. (2013) The impact of ISO 9001 viability on administrative organization exhibition." Supervising Administration Quality, 2013, Vol. 23, No. 2, pp. 152.
- "A. Quiraz, Z. Rahman, and B. Keating (2007). A Bangladeshi experiment examining corporate social responsibility from the perspective of an emerging nation.Sandesh S., Dr. B.P. Mahesh, and Ranjan Raj Urs S (2014). Encouraging Conveyance on Time with Lean Concepts: An Analysis of Norglide Heading.
- "Administrations Under Attack: The Rebuilding Basic, S. S. Insect (1991). Harvard Business Audit, 69(5):82-91.
- "Rugumambaju, S. furthermore, Kutuyabami, P. (2010) Drug Area Profile: Uganda, pp 25."Additionally, Saravanan, R. and Rao, K.S.P. (2006) published "The effect of complete quality assistance age on quality and functional: an experimental review" in The TQM Magazine, Vol. 19, No. 3, pp. 197–205. Shin H., Benton W.C., and Jun M. (2009). An obtaining strategy choice model for evaluating the item quality and delivery performance of the provider. Exploration of PCs and Tasks, 36, 2462-2471.

"Spencer Dale (2010) an advancement report Discourse, Leader Chief and Boss Financial specialist of the Bank of Britain, at the Kent Business college 21st commemoration supper, Canterbury, 1 December 2010" Apostolos Mpaloukas, P. Chatzoglou, and Stergios K. Vranakis (2012). Greek cell phone administrations' consumer loyalty, pp. 67.

"Sushmita A. Narayana (2014), Exploration on administration issues in the drug business: a writing survey." The Meaning of a Representative Under Work Regulation: a slippery idea, Tapiwa Givemore Kasuso (2015), pp. 14.

"Shelter Heng The, Tze San Ong. (2015). How does family ownership in Malaysia relate to firm execution, and does board autonomy control the relationship? Board of Directors: Job 11(2): 21–35.

"Lean Office uses Vanessa Fitri Sabur and Togar Simatupang (2015) to improve client response times. Bandung Organization of Innovation, Board of Directors, Institute of Business, Bandung, Indonesia, pp. 22. Victor A. Malaolu¹, Jonathan Emenike Ogbuabor (2013) An experimental investigation of worker efficiency, hierarchical execution, and preparation and labor supply improvement in Nigeria. Improvement Center (EDC) for CBN Business Venture, Lagos, Nigeria. Page 13.

"Wie, T. K. (2003). An assessment of the major global innovation channels that have moved to Indonesia. Seeing Sun Accelerate Development and Innovation Progress, Groningen, College of Groningen, p. 74.

"B. Dale Wilkinson (2002). An evaluation of ISO 9001:2000 standard and how it affects board framework integration. Page 82. Awaluddin M. Shaharoun, Zakuan Norhayati, Shari Yusof, and Tritos Laosirihongthong (2010). TQM and authoritative execution: a suggested relationship using organized condition

displaying. *Complete Quality Management and Business Excellence* 21(2):185-203.

"Tian, P., Zeng, S. X., and Cap, C. M. (2007). surpassing limitations to carry out the ISO framework in a manageable manner. *Administrative Examination Journal*, Volume 22, Issue 3, pages 244–254.

"R. D. Galliers and B. S. H. Pastry specialist (Eds.). (1994). Important information for executives: Challenges.

protocols for managing data frameworks, as well. Butterworth Heinemann, Oxford. Melé, D. and Garriga, E. (2004). Conjectures about corporate social responsibility: Organizing the space. 51–71 in *Diary of Business Morals*, 53(1/2).

"K. Gibson (2000). *The partner hypothesis's ethical presumption*. 26(3) *Diary of Business Morals*, 245-257. Mauriel, J. J., Gilbert, D. R., Hartman, E., and Freeman, R. E. (1988). *A justification for the system*. Cambridge, "Ballinger Distributing Co., Mama." Jones, T. M., and C. W. L. Slope (1992). *Hypothesis of the partner office*. *Journal of Board Studies*, 29(2), pp. 131–154.

"22 *Partner Hypothesis and Applications in Data Frameworks* 487." L. Introna and A. Pouloudi (1998). *Values, interests, and partners in the era of data protection*. *ETHICOMP98*, edited by J. Van nook Hoven, S. Rogerson, T. W. Bynum, and D. Gotterbarn.

"- *The fourth worldwide meeting on moral issues of data innovation* (pp. 340-352)." Erasmus College, Rotterdam, The Netherlands. Grönlund, A., and S. Islam (2007). *Bangladesh's e-administration of agribusiness market data: "A partner situated case investigation."* *EGOV 07. Procedures of the sixth global gathering EGOV 07, Springer Talk Notes in Software engineering #4656, Regensburg, Germany, September 3-6, 2007,* in M. Wimmer, H. J. Scholl, and A. Grönlund (Eds.).

Knights, D., Willmott, H., and Respectable, F. (1997). "We should all be enslaved to the business": *Modifying data innovation and process - problems and evidence*. In *Data innovation and associations: methodologies, organizations, and*

combination (eds. B. P. Bloomfield, R. Coombs, "D. Knights, and D. More diminutive) (pp. 13-35). Oxford College Press, Oxford. Hirschheim, R., and M. C. Lacity (1995). A method for monitoring conflicting partner perceptions of data frameworks is benchmarking. 165–185 in *The Diary of Key Data Frameworks*, 4(2).

"A. L. Lederer and A. L. Mendelow (1990)." *The influence of weather on data framework management. Exploration of Data Frameworks*, 1(2), 205-222. Gough, T., and Lee, G. (1993). *an integrated framework for the initial application of data frameworks. Data Innovation Diary*, 8, 227–240.

"Container, S. L., Leidner, D., and Container, G. (2009). *The role of IT in disaster response: SARS and Asian torrent scandals as examples. 18(2)*, 80–99, *The Diary of Key Data Frameworks*.

"Lee (2005), Ahn (2005), and Lim (2005). *Creating partner systems for executives using a case-based approach to thinking. 28(4)*, 831–840, *Master Framework Applications. DOI is available at <http://dx.doi.org/10.1016/j.eswa.2004.12.038>*.

"K. Lyytinen (1988)." *An assessment of partners, IS letdowns, and delicate frameworks technique.*

Applied Frameworks Examination Diary, 15, 61–81. Hirschheim, R., and K. Lyytinen (1987). *Disappointing data frameworks: A synopsis and sequencing of the precise text. Overviews of data innovation, Oxford*, pp. 257–309. Oxford University Press, Oxford. Mumford, Erin, and Michael Weir (1979). *PC frameworks in work plan, the Morals technique: Compelling specialized and human execution of PC frameworks: a work configuration practice book for people and gatherings. Related Business Press, London.* A. Pouloudi (1997). *In the "NHSnet. Business Morals: An European Survey, 6(2)*, 94-101," concerns regarding the security of electronic clinical records are raised.

"Auloudi Pouloudi (1999). *portions of the partner idea and their recommendations for enhancing the information frameworks. The 32nd Hawaii Global Gathering on Framework, "Sciences, 5-8 January, Maui, Hawaii," saw the introduction of this*

paper. Whitley, E. A. and Pouloudi, A. (1997). "Acquiring experiences for drug use the executives frameworks" is a partner distinguishing proof in interorganizational frameworks. 1–14 in *European Diary of Data Frameworks*, 6(1). Betts, J., Rackley, L., and Webb, J. (1996). *Dependability conflicts: The client pitted against the client and the partner. ETHICOMP96 - III global gathering: values and social obligations of the software engineering profession* (pp. 351-363), Pontifical College of Salamanca, Madrid, Spain, edited by P. Barroso, T. W. Bynum, S. Rogerson, and L. Joyanes.

"J. Rowley (2010). *Partners in e-Government: Who are they and what do they need?* 31(1), 53–62; *Global Journal of Information Management*." Ruohonen (1991) wrote. *Accompanying partners of important data frameworks are exact models and fictitious concepts.* 1(1), 15–28; *The Diary of Key Data Frameworks*.

"Brilliant, W., Scott, M., and Hughes, M. (2004). *E-government execution protocols: A partner assessment method.* Hasnas, J., and H. J. Smith (1999). *Morals and data frameworks: The corporate space.*

Data Frameworks Quarterly, The Board, 23(1), 109–128.

"C. Boldness (2005). *Corporate citizenship and corporate social responsibility: Towards corporate*

responsibility (191-212) in *Business and Society Survey*, 110(2).

488 Y.K. Dwivedi and A. Mishra "Vidgen, R. (1997). *Partners, sensitive structures, and creativity: separation and involvement in the*

requirements for the data framework are examined. *Diary of Data Frameworks*, 7(1), 21–46.

Wagner, I. (1993). *Defying the moral issues is a trap full of frivolous concerns.* *Letters from* 94–101 in *the ACM*, 36(4).

"L. Willcocks and D. Bricklayer (1987)." *Modernizing the workplace: People, structures, procedures, and surroundings.*

"The destitution of stakeholding, by D. Willetts (1997), in G. Kelly, D. Kelly, and A. Bet (Eds.),

Partner free enterprise. Basingstoke: Macmillan, pp. 20–28.

Wolfe, R. Putler, D., and A. (2002). At partner gatherings, how tightly knit are the ties that bind?

64–82 in Authoritative Science, 13(1).

"Yuthas, K., and Dillard, J. F. (1999). A postmodern perspective on the moral enhancement of cutting edge innovation

Perspective of the partner. Journal of Business Morals, 19(1), 35–49.

"Zhang, J., Sarkis, J., and Dawes, S. S. 2005. looking into partners' presumptions about the benefits and drawbacks of exchanging information about e-government. "Big Business Data Diary"

Danskin P., Davey J., Goldsmith M., Solomon M.R., and Englis B.G. Journal of Information The executives, 2005, "Information the board as upper hand: illustrations from the material and attire esteem chain"

"Worldwide creation networks, Ernst D., Shahid Yusuf, Atlaf M. Anjum, Nabeshima Kaoru (2004).

APPENDICES

Appendix I: INTRODUCTION LETTER

The Chief Executive Officer,
Abacus Parenteral Drugs Limited
P. O. Box, 31376,
Kampala Uganda

Date: November, 2021

Dear Sir,

RE: REQUEST TO PARTICIPATE IN RESEARCH

I am a student pursuing a Master of Business Administration (Strategic Management) studies at Mount Kenya University. As part of the requirement of the program, I am carrying out a study on **Analysis of Quality Management Strategies on Performance of Pharmaceutical Manufacturing Companies: Case of Abacus Parenteral Drugs Limited.**

Am requesting to be granted permission to conduct research in your organization and collect the necessary data using questionnaires, a copy of which I have enclosed for your convenience. Thank you. The questionnaires will be distributed on a drop-and-collect basis, and I need your help in making sure that the respondents complete them.

Academic purposes only. All data collected will be kept strictly confidential. On request, you will be provided with a copy of the final report.

Thank you.

Student

Peter Maswere

Sign:.....

Supervisor

Dr. Evans Nyamboga

Sign:.....

Appendix II: QUESTIONNAIRE

Dear Respondents,

I, **PETER MASWERE**, a student of Mount Kenya University pursuing master's degree in Business Administration. I am conducting the research on the **Analysis of Quality Management Strategies on Performance of Pharmaceutical Manufacturing Companies: Case of Abacus Parenteral Drugs Limited**. The information provided in this regard will strictly be handled with confidentiality. Kindly fill in the blank spaces shown to the best of your knowledge. All information will be for research purpose only and will not be used without your permission your co-operation is highly appreciated. Please tick where appropriate.

SECTION A: BIO DATA FOR RESPONDENTS

Instruction: Please tick the most appropriate option.

1. Gender

| | Gender | |
|-----|--------|---|
| 1.1 | Male | 1 |
| 1.2 | Female | 2 |

2. Age

| | Age bracket | |
|-----|-------------|---|
| 2.1 | Below 29 | 1 |
| 2.2 | 30-39 | 2 |
| 2.3 | 40-49 | 3 |
| 2.4 | 50 + | 4 |

3. Level of Education

| | | |
|-----|------------------------|---|
| 3.1 | Master's Degree | 1 |
| 3.2 | Degree | 2 |
| 3.3 | Diploma | 3 |
| 3.4 | Certificate | 4 |
| 3.5 | Others (Specify) _____ | |

4. Position

| | | |
|-----|--------------------|---|
| 4.1 | Top Management | 1 |
| 4.2 | Head Of department | 2 |

| | | |
|-----|----------|---|
| 4.3 | Employee | 3 |
|-----|----------|---|

5. Years in Service

| | | |
|-----|--------------|---|
| 5.1 | 1-5 years | 1 |
| 5.2 | 6-10 years | 2 |
| 5.3 | 11- 15 years | 3 |
| 5.4 | 16-20 years | 4 |
| 5.5 | 21+ | 5 |

Instruction: Please use the following scale to rate your degree of agreement or disagreement (Strongly Agree is 5: Agree is 4: Undecided is 3: Disagree is 2: and strongly disagree is 1)

SECTION B: TECHNOLOGY QUALITY AND FINANCIAL PERFORMANCE OF APDL

| 6 | Statements | 5 | 4 | 3 | 2 | 1 |
|-----|---|---|---|---|---|---|
| TQ1 | Technology has played a significant role in improving communication | | | | | |
| TQ2 | Quality technology has enhanced successful adherence to quality practices. | | | | | |
| TQ3 | Flexible technology influences quality levels in all directions up, down and laterally. | | | | | |
| TQ4 | Appropriate system of technology has allowed the organization in setting priorities | | | | | |
| TQ5 | Appropriate system of technology has allowed the organization to evaluate progress | | | | | |
| TQ6 | Appropriate technology supports agencies in considering customer ever changing needs | | | | | |
| TQ7 | The organization instituted electronic applications to eliminate waste | | | | | |
| TQ8 | Technology applications reduce stock out costs | | | | | |

SECTION C: HOW DOES ON-TIME DELIVERY INFLUENCE FINANCIAL PERFORMANCE OF APDL?

| 7 | Statements | 5 | 4 | 3 | 2 | 1 |
|-----|---|---|---|---|---|---|
| OT1 | Rendering on-time delivery to customers results into customer loyalty | | | | | |
| OT2 | On-time delivery results into high satisfactory sales growth | | | | | |
| OT3 | On-time delivery establishes trust and eliminate fear | | | | | |

| | | | | | | |
|-----|---|--|--|--|--|--|
| OT4 | On-time delivery contributes to positive image of the firm | | | | | |
| OT5 | Our firm observes on-time delivery to customer orders | | | | | |
| OT6 | Responsiveness to customer needs contributes to customer satisfaction | | | | | |
| OT7 | On-time delivery to customer eliminates complaints effects | | | | | |
| OT8 | On-time delivery enhances market share of a business | | | | | |

SECTION D: IN WHICH WAYS DOES CUSTOMER FOCUS INFLUENCE THE FINANCIAL PERFORMANCE OF APDL?

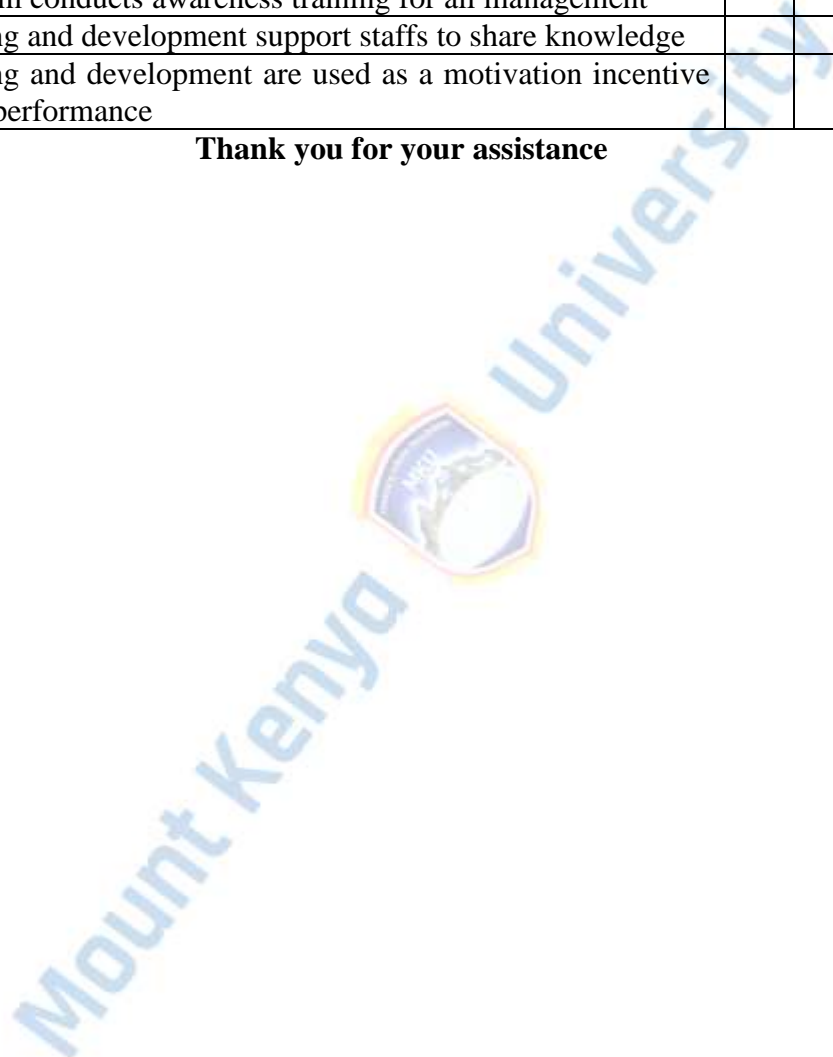
| 8 | Statements | 5 | 4 | 3 | 2 | 1 |
|----------|--|----------|----------|----------|----------|----------|
| CF1 | Health relationship management is maintained by APDL | | | | | |
| CF2 | APDL has a system that tracks and procedures to appropriate handle customer complaints | | | | | |
| CF3 | There is a shared customer centric culture throughout APDL | | | | | |
| CF4 | There is ample time put to review customer changing interests | | | | | |
| CF5 | There are shared communication platforms to gain feed from customers | | | | | |
| CF6 | There is annual market research conducted to establish customer opinions | | | | | |
| CF7 | Customer specifications are used in developing products | | | | | |
| CF8 | Customers are considered bosses at APDL | | | | | |
| CF9 | There is after service follow with customers | | | | | |
| CF10 | Attempt are made by APDL to collect, analyze and disseminate information to support customer interests | | | | | |
| CF11 | Effort is made by APDL to share information with other agencies to support customers | | | | | |

SECTION E: IN WHICH WAYS DOES TRAINING AND DEVELOPMENT INFLUENCE THE FINANCIAL PERFORMANCE OF APDL?

| 9 | Statements | 5 | 4 | 3 | 2 | 1 |
|----------|---|----------|----------|----------|----------|----------|
| T.1 | Training and development empower employees to aim high | | | | | |
| T.2 | The organization has good training management systems leading to skill acquisition and successful TQM implementation | | | | | |
| T.3 | There are appropriate systems for regular appraisal process in the organization to enhance individual development resources | | | | | |
| T.4 | Training and Development program instill innovative | | | | | |

| | | | | | | |
|------|--|--|--|--|--|--|
| | behaviors | | | | | |
| T.5 | The organization is engaged in increased training of staffs at all levels | | | | | |
| T.6 | The organization's technology supports information sharing across to facilitate prompt TQM | | | | | |
| T.7 | Organization technology is streamlined to enhance product quality innovation | | | | | |
| T.8 | Training has been absolutely vital to the success of TQM. | | | | | |
| T.9 | The firm conducts awareness training for all management | | | | | |
| T.10 | Training and development support staffs to share knowledge | | | | | |
| T.11 | Training and development are used as a motivation incentive to stir performance | | | | | |

Thank you for your assistance



Appendix III: INTERVIEW GUIDE

Abacus Parenteral Drugs Limited staff

Dear Sir/Madam,

I'm a graduate student in business administration at Mount Kenya University. Your participation in a brief interview at Abacus Parenteral Drugs Limited is an honor. This could take anywhere from 10 to 15 minutes to complete. As a result, your opinion is critical to the success of this thesis. Your responses will remain anonymous, and all information provided by you will remain confidential. Upon request, I would be happy to share my thesis' conclusion and report with you as a token of my gratitude.

NB: Interview Guide questions

1. What are some of the new technologies that have been introduced in the company?
2. Describe the changes that have happened as a result of introducing this new technology?
3. Has delivering of customer goods on time had an effect on the sales volume?
4. Describe the importance of customer focus in this organization?
5. What is the current view on training and development of staff?

Thank you for your Assistance

Appendix VI: CONSENT FORM FOR PARTICIPATION IN RESEARCH

TITLE: ANALYSIS OF QUALITY MANAGEMENT STRATEGIES ON PERFORMANCE OF PHARMACEUTICAL MANUFACTURING COMPANIES: A CASE OF ABACUS PARENTERAL DRUGS LIMITED

Dear Participant,

I invite you to participate in a research study entitled ANALYSIS OF QUALITY MANAGEMENT STRATEGIES ON PERFORMANCE OF PHARMACEUTICAL MANUFACTURING COMPANIES: A CASE OF ABACUS PARENTERAL DRUGS LIMITED: I am currently enrolled in the MASTERS OF BUSINESS ADMINISTRATION at Mount Kenya University and am in the process of writing my Master's project. The purpose of the research is to analyze quality management strategies on performance of pharmaceutical Manufacturing company of Abacus Parenteral Drugs Limited, Uganda.

The enclosed questionnaire has been designed to collect information on:

- i. The influence of technology on performance of APDL, Uganda
- ii. The influence of on-time delivery on performance of APDL, Uganda
- iii. The influence of customer focus on performance of APDL, Uganda.
- iv. The influence of Training and development on performance of APDL, Uganda.

You deliberately decide to partake in this exploration analyze. You have the choice to decline totally or to not answer any inquiries whatsoever. Investment conveys no known risks past what one would insight consistently. Your responses will be kept hidden and mysterious. The exploration's information will be kept private and announced exclusively as the absolute of the relative multitude of information. Your exceptional reactions to this survey will stay classified, simply known to the analysts. You won't straightforwardly benefit from partaking in this review. In any case, you could find it captivating to examine the issues the review handles, and it very well may be useful to the business, as well as to clients later on or the people who have gone through comparative encounters.

If it's not too much trouble, give the most reliable reaction you can to the survey on the off chance that you acknowledge to partake in this trial. It ought to be done in something like

thirty minutes. Mercifully guarantee that the poll is returned quickly so I might complete the venture report.

If you have any questions about this project, feel free to contact *the INVESTIGATOR*, PETER MASWERE ON +256700322048 OR THE SUPERVISOR DR. EVENS NYAMBOGA ON +254723886696. If you have questions about your rights as a research participant, please be in touch with the Chairman, Mount Kenya University, Ethical Review Committee, P.O Box 342-01000, Thika.

Thank you for your assistance in this important endeavor.

CONSENT

I have perused and I grasp the gave data and have had the amazing chance to get clarification on some pressing issues. I comprehend that my support is deliberate and that I am allowed to pull out whenever, without giving an explanation and without cost. I comprehend that I will be given a duplicate of this assent structure. I deliberately consent to participate in this review.

Participant's signature _____ Date _____

Investigator's signature: _____ Date _____