

THE EFFECTS OF INVENTORY CONTROL ON CONSTRUCTION COMPANIES: A  
CASE STUDY OF KAVUMA INVESTMENTS LIMITED

BY

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A RESEARCH REPORT SUBMITTED TO THE DEPARTMENT OF ECONOMICS AND  
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**Declaration**

I, **ATWONGYEIRE PLEASURE** declare that this report is my own original work and that it has not been presented to any other institution or University for a similar or any other degree award.

Signature .. ~ .....Date 16/12/2022

**ATWONGYEIRE PLEASURE**

**2019/A/KBA/0618/F**

## **Approval**

This is to confirm that this research report by **ATWONGYEIRE PLEASURE** entitled 'the effects of inventory control on construction companies in Uganda, a case study of Kavuma Investments Ltd' has been done under my supervision and is now ready for submission to Kabale University with my approval.

Signature: ..... Date: .....

**MR.AHABWE EDWARD**

**UNIVERSITY SUPERVISOR**

## **Dedication**

This dissertation is dedicated to my lovely Parents for their tireless efforts they have invested in ever since I started this research by financing it and on top of that by motivating me in different ways, they have surely made me a courageous and hardworking lady not forgetting my dear friends who have reflected the need of never giving up in my life in different unconditional ways. May Almighty God bless them abundantly.

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I can't forget my family for their selfless and unlimited support to me as I walk the path of

Self-realization and world discovery of the educated and prayers they have given to me throughout my entire education. May the almighty God bless you abundantly.

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## **Abstract**

The study was about establishing the effects of inventory control on construction companies in Uganda, a case study of Kavuma Investments Ltd. Chapter one provided the necessary background, statement of the problem, purpose of the study, objectives of the study, research questions, significance of the study area and scope of the study. Chapter two covered a written discussion of related literature search. It was as per the study and reflected the objectives of the research with regard to the effects of inventory control on construction companies in Uganda, a case study of Kavuma Investments Ltd. While reviewing, the research mainly focused on approaches to inventory control, inventory costs incurred in the procurement process and relationship between approaches of inventory control and the performance of Kavuma Investments Ltd. Chapter three dealt with the methods and tools the researcher used in data collection and analysis. It described the research design that was used by the researcher, data sources and collection tools, processing, analyzing and the challenges that the researcher faced. Chapter four focused on the analysis and report of the results of the study. The main issues covered are demographics of the respondents and data presentation in terms of tables and charts to address the objectives of the study. Chapter five provided the discussion of the findings from chapter four, and it also gives the conclusions and recommendations of the study based on the objective of the study.

## CHAPTER ONE

### 1.0 Introduction

"This chapter includes the background of the study, problem statement, objectives, research questions, the purpose of the study, the scope of the study, and the significance of the study.

### 1.1 Background to the Study

Inventory control involves the coordinating of materials availability, controlling, utilization, and procuring of materials. Inventory control is the direction of activities with the purpose of getting the right inventory in the right place at the right time and in the right quantity and it's directly linked to the production function of any organization which implies that the inventory management system operated will affect the profitability of an organization directly and indirectly (Aim, 2017).

Companies face a dilemma in today's competitive marketplace, where on one hand, customers demand customized products and services and require that their orders are filled quickly, but on the other hand they do not want to pay a premium for this customization and availability (Graman and Magazine, 2016). Therefore, organizations are exploring ways toward postponement strategy in response to constantly changing demands (Yang, (2014). Graman and Magazine (2016) argued that today, the cost of holding inventory, extensive product proliferation and the risk of obsolescence, especially in rapidly changing markets, make the expense of holding large inventories of finished goods excessive and that high-demand items naturally have safety stock assigned to them, but in many organizations, there are so many very-low-demand items that keeping any stock of these items is unreasonably expensive, so they argue that companies must now provide good service while maintaining minimal inventories. Therefore, inventory management approaches are essential aspects of any organization.

In traditional settings, inventories of raw materials, work-in-progress components and finished goods were kept as a buffer against the possibility of running out of needed items. However, large buffer inventories consume valuable resources and generate hidden costs. Consequently, many companies have changed their approach to production and inventory management. Since at least the early 1980s, inventory management leading to inventory reduction has become the primary target, as is often the case in just-in-time (JIT) systems, where raw materials and parts are purchased or produced just in time to be used at each stage of the production process. This

approach to inventory management brings considerable cost savings from reduced inventory levels. As a result, inventories have been decreasing in many firms (Chen *et al.*, 2005), although evidence of improved firm performance is mixed (Kolias *et al.*, 2011).

The role of inventory management is to ensure faster inventory turnover. **It** increases inventory turnover by ten (10) and reduces costs by 10% to 40%. The so-called inventory turnover is not yet right to sell products on the shelves based on the principle of the FIFO cycle (Kenneth Lyons and Michael Gillingham, 2003).

Inventory is classified based on the business undertaking from organization to organization. Common criteria used and are the nature of inventory for example manufacturing, sale or retail, the purpose for which inventory is being held in stock or function and the related usage in the supply chain. Typical classifications are raw materials (items in an unprocessed state awaiting conversion e.g. timber, steel and coffee seeds), components and sub-assemblies. These are for incorporation into the end product e.g. side mirrors, glasses for car assembling company and monitors or keyboards for a computer assembling company), consumable (all supplies in an undertaking that are classified as indirect and which do not form part of a saleable product. (Divided into production, maintenance, office and welfare). Proper classification of inventory and its control improve the financial position of a business (David Jessop and Alex Morrison 2017).

Inventory control is primarily about specifying the size and placement of stocked goods. Inventory management is required at different locations within a facility or within multiple locations of a supply network to protect the regular and planned course of production against the random disturbance of running out of materials or goods for improved performance (Garry, 2015). The scope of inventory management also concerns the fine lines between replenishment lead time, carrying costs of inventory, asset management, inventory forecasting, inventory valuation, inventory visibility, future inventory price forecasting, physical inventory, available physical space for inventory, quality management, replenishment, returns and defective goods and demand forecasting (Lau A., and Snell, 2016).

Inventory management involves the planning, ordering and scheduling of the materials used in the manufacturing process. **It** exercises management over three types of inventories that is raw materials, work in progress, and finished goods. Purchasing is primarily concerned with

management of the raw materials inventory, which includes; raw materials or semi-processed materials, fabricated parts and MRO items (Maintenance, Repair and Operations) (Garry, 2015).

However, Lau and Snell (2016) argued that inventory control is primarily about specifying the size and placement of stocked goods. Inventory management is required at different locations **within** a facility or **within** multiple locations of a supply network to protect the regular and planned course of production against the random disturbance of running out of materials or goods for improved performance. The scope of inventory management also concerns the fine lines between replenishment lead time, carrying costs of inventory, asset management, inventory forecasting, inventory valuation, inventory visibility, future inventory price forecasting, physical inventory, available physical space for inventory, quality management, replenishment, returns, and defective goods and demand forecasting.

Poor inventory management had become an issue of great concern since performance is regarded as the mainstream for the development of organizations. A truly effective inventory management system minimizes the complexities involved in planning, executing, and controlling a supply chain network which is critical to business success. The opportunities available by improving a company's inventory management can significantly improve bottom-line business performance.

Jeff (2013) argued that from a financial perspective, inventory control is not a small matter. Oftentimes, inventory is the largest asset item on a manufacturer's or distributor's balance sheet. As a result, there should be a lot of management emphasis on keeping inventories. The objectives of inventory reduction and minimization are more easily accomplished with modern inventory management processes that are working effectively for improved performance.

The inventory control is much more complex than the initiated understood. In fact, in construction companies inventory control department is perceived as little more than a clerical function as it is probably not very effective. The result of this inventory management is lots of material shortages, excessive inventories, high costs, and poor customer service (Briers, 2013).

Too much inventory and not enough customer service is very common but unnecessary. There are proven techniques that can help accurately industry customer demand and calculate the inventory needed to meet a defined level of customer service. Using the right techniques for sales

forecasting and inventory management help to monitor changes and respond to alerts when action needs to be taken. The right approach to inventory management can produce dramatic benefits in customer service with lower inventory (Kreg, Cristine, 2017).

Modern inventory control in the construction industry utilizes new and more refined techniques that provide for dynamic performance of inventories to maximize customer service with decreased inventory and lower costs. These improved approaches to inventory management are of major consequence to overall competitiveness where the highest level of customer service and delivered value can favorably impact market share and profits.

However, on the other side Kavuma Investment Company uses different kinds of inventory management, what is not brought out is how such kind's effect on the performance of the Company. This has therefore prompted the researcher to carry out the study on the effects of inventory control on construction companies using the case of Kavuma Investments Ltd.

### **1.2 Problem Statement**

As Kini (2015) pointed out that 50 to 60% of the total Investment cost goes to materials and equipment. Some Investments Projects may experience project costs for materials ranging from 30 to 80% of the total Investment cost (Proverb, 2014) It is therefore vital to control this large portion of the tangible cost, and every penny saved will contribute to the profitability of the project. Inventory Control and waste Control on-site remain a low priority for the majority of the contractors (Begum, 2009). When the Investments site is less concerned with inventory control more materials and labor times are wasted. An estimated about 10 to 30 percent of wastes disposed of in landfills originate from the Investments site (Fishbein, 2012). Many contractors and developers do not take advantage of these savings and look for other means of getting extra earnings and risk being penalized for using inferior materials or maybe cutting corners here and there. This research was to give awareness to builders to look seriously at inventory control where the saving of materials and labor times can impact the performance of the project.

### **1.3 Purpose of the Study**

The purpose of the study was to establish the effects of inventory control on construction companies in Uganda, a case study of Kavuma Investments Ltd.

### **13.1 Objectives of the Study**

- i** To determine approaches to inventory control used by Kavuma Investments Ltd.
- ii** To establish the Inventory costs incurred in the procurement process in Kavuma Investments
  
- iii** To establish the relationship between approaches of inventory control and the performance of Kavuma Investments Ltd

### **1.4 Research Questions**

- i** What are the approaches to inventory control used by Kavuma Investments Ltd?
- ii** What are the inventory costs incurred in the procurement process in Kavuma Investments Ltd?
- iii** What is the relationship between approaches to Inventory Control and the Performance of Kavuma Investments Ltd?

### **1.5 Scope of the Study**

#### **1.5.1 Content scope**

The study was to establish the effects of inventory control on construction companies in Uganda. It was limited to approaches to inventory control, inventory costs incurred in the procurement process and the relationship between approaches of inventory control and the performance of Kavuma Investments Ltd.

#### **1.5.2 Geographical Area**

The study was carried out at Kavuma Investments Ltd, located at Jinja Road in Central region of Kampala district.

#### **1.5.3 Time scope**

The study covered data ranging from 2012 to 2021. The researcher shall use 6 months to collect data, interpret it and present findings in form of report.

### **1.6 Significance of the Study**

The study is to help staff members of Kavuma Investments Ltd reveal the impact of materials controls on the performance of Investments companies in Uganda and the researcher hopes that it will help the management and Technical personnel to employ effective materials control techniques in order to improve their Investments works.

The study is to add knowledge to the existing literature about material control and the performance of Investment companies in Uganda.

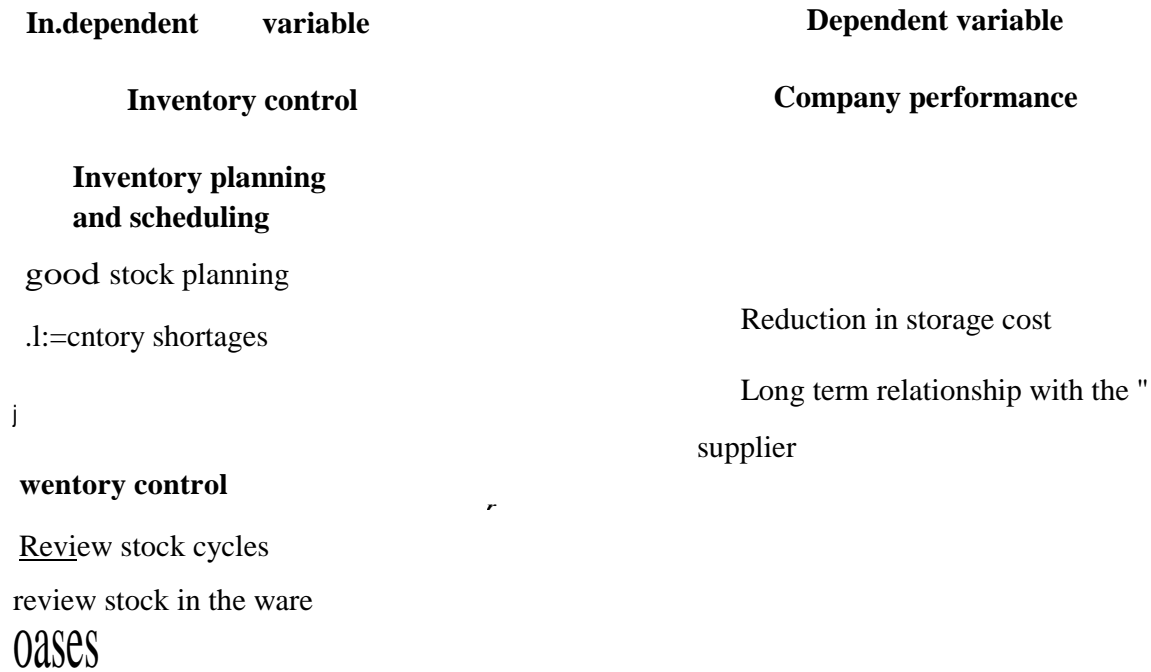
is to lead to the award of a degree of Bachelor of business administration degree at Kabale University, to researcher.

**1. Justification of the study**

It is envisaged that this study will contribute to an understanding of the effect of inventory control on construction companies in Uganda. The study is relevant because it will shed light on the approaches of inventory control on which relationship will be sought to address the performance.

**1.8 Conceptual framework**

The study will be guided by the conceptual framework below:



**Source: Self-formulated by the researcher, 2022**

**1.9 Definition of key terms**

**Inventory:** - is the number of goods, materials or parts carried out in stock or storehouse for example, work in progress (W.I.P), raw materials, financial goods resale MRO items.



**Inventory management** according to Garry, J.Z, (1997) involves the planning, ordering and scheduling of the materials used in the manufacturing process. It exercises control over three types of inventories i.e. raw materials, work in progress, and finished goods. Purchasing is primarily concerned with control over the raw materials inventory, which includes; raw materials, semi-processed materials, fabricated parts and MRO items (maintenance, repair and operations).

**Inventory control:** - refers to the process whereby the investment in materials and parts carried in stock is required within pre-determined unit set in accordance with inventory policy established by management.

**A customer,** also client, buyer or purchaser is the buyer or user of the paid products of an individual or organization, mostly called the supplier or seller. This is typically through purchasing or renting goods or services. It is also the person or group that is the direct beneficiary of a project or service.

**A technique** refers to the ways which may be adopted in order to minimize on the uncertainties or outcomes of poorly inventory levels like stockless purchasing system, determining order quantities and inventory levels.

**Efficiency** refers to a functioning or prospering of a company at a given time in a given period basing on the desired goals and objectives of a company.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

This chapter involves related literature on Approaches to Inventory Control, Financial Performance, and the relationship between approaches of inventory control and financial performance.

#### 2.1 Approaches to Inventory Control

Brackus (2016) argue that material control is concerned with two parts of Accounting; physical property and value of the property. Brackus (2016) shows material control as one of the policy procedures employed in the management of material s and these include internal checks as in continuous, period, spot and or any other type of control established by management to carry out activities aimed at ensuring an effective and efficient material management procedure. Other forms of material control include ensuring high security of the storehouse and stockyard, good custody of keys, limiting access to premises and making of materials as in coding, minimizing theft, and segregation of prescribed items.

Pandey (2015) describes accounting as the use of statistical and accounting measures to maintain knowledge of the quantities of SNM present in each of facility. It includes the use of physical inventories and materials balances to verify the presence of materials or to detect the loss of material after it occurs, in particular, through theft by one or more insiders.

Brackus (2016) noted that Accounting material control is concerned with safeguarding the enterprise's property in form of materials by properly recording the receipts, consumption of materials, and the balance in store. Batuka (201 7) examines the application of various materials control techniques on the fact that material control procedures vary in complexity and accuracy.

According to Kotabo (2016), though there are many systems for the control of stock, both manual and automatic, there are really two basic approaches on which these systems are based. Recording method which may take place either when materials fall to a pre-determined level or

ording to the situation discovered when levels are received on a periodic regular basis. The action-level method of controlling stocks by quality involves fixing stock levels for each commodity that is recorded in the stock system. Under the action-level methods of provision, commodities are ordered at unspecified intervals as and when ordering levels are related. This means that orders can only be placed usually for one item at a time.

Nyanga (2015) say that in any efficient business material levels are established with as much care as production levels, a careless choice of the material level can easily precipitate a production slow down caused by a lack of badly needed materials. He continues that as a result of tighter controls over materials items and meticulous records keeping, the cost of maintaining adequate levels of materials is reduced with adverse effects on the continuity of operations.

It is paramount to note that there is a great need for stocktaking to keep track of physical stock and to cross-check the accuracy of stock records. Stock-taking is the complete process of verifying the physical quantity of the entire range of materials (items) held at a given point in time (Robert, 2014).

Robert (2014) said that the reasons for physical stock-taking are to verify the accuracy of stock records that support the value shown in the balance sheet by physical verification of the item. This may even disclose frauds, theft or loss and any weakness in the system of custody and control of stock.

According to Olubodun (2012), the EMPM is a model that can be used by any contractor regardless of the size of the firm. It is meant to promote good practice in materials management with the ultimate goal of combining the advantages of centralization and decentralization in the material acquisition process to maximum effect. In order to achieve this, the model seeks to increase the involvement of site personnel in the flow of materials to the site.

Hence, requiring that individual site managers should become middlemen between the supplier and the purchasing manager who is usually based in the head office. At the same time, it requires that site managers become more active in planning for materials required for the works. This

would mean that a site manager can prevent material from being brought to the site before it is actually required, especially where a delay has risen in the program (Olubodum,2012).

The main sources of information for feedback. and control of materials are requisitions, bids and quotations, purchase orders and sub-contracts, shipping and documents, and invoices. According to Main (2013), for projects involving the large-scale use of critical resources, the owner may initiate the procurement procedure even before the selection of a constructor in order to avoid shortages and delays. Under ordinary circumstances, the constructor will handle the procurement to shop for materials with the best prices /performance process is unavoidable, but it should be minimized to ensure timely delivery of materials in good condition.

Main (2013) further describes the materials for delivery to and from a construction site into three broad classifications; bulk materials, Standard off-the-shelf materials, and Fabricated members or units. The process of delivery including transportation, field storage, and installation will be different for these classes of materials. The equipment needed to handle and haul these classes of materials will also be different.

## **2.2 Inventory costs incurred in the procurement process**

### **Purchase costs**

According to Purifoy (2016), the purchase cost of an item is the purchase price from an external source including transportation and freight costs. For construction materials, it is common to receive a discount for bulk purchases, s the unit purchase cost declines as quantity increases. These reductions may reflect manufacturer marketing policies, economies of scale in material production,or scale economies in transportation. There are also advantages to having homogeneous material. For example, a bulk order to insure the same color or size of items such as bricks may be desirable. Accordingly, it is usually desirable to make a limited of large purchases for materials.

Cordell (2015) noted that proposes that the cost of materials is based on bargaining leverage, quantities and delivery time" Cordell continues that an organization with the potential for long-

term purchase volume can command better bargaining leverage. While orders in large quantities may result in lower unit prices, they may also increase holding costs and thus cause problems in cash flow. Requirements of short delivery time also adversely affect unit prices. Furthermore, design characteristics which include items of odd sizes and shapes should be void, Since such items normally are not available in the standard stockpile, purchasing them causes higher prices.

Order costs include expenses of making requisitions, analyzing alternatives, writing purchase orders, receiving materials, checking on orders, and maintaining records of the entire process. Order costs are usually only a small portion of total costs for material management in construction projects, although may require substantial time.

### **Holding costs**

Tersine (2012), says that the holding costs or carrying costs are primarily the results of capital costs, handling, storage, obsolescence, shrinkage, and deterioration. Capital costs result from the opportunity cost or financial expenses of capital tied up in inventory. Once payment for goods is made, borrowing costs are incurred or capital must be inverted from other productive uses. Consequently, a capital carrying cost is incurred equal to the value of the inventory during a period multiplied by the interest rate obtainable or paid during that period. He notes that capital costs only accumulate when payment for materials actually occurs; many organizations attempt to delay payments as long as possible to minimize such costs. Handling and storage represent the movement and protection charges incurred for materials. Storage costs also include the disruption caused to other project activities by inventories of materials that get in the way.

### **Unavailability cost**

According to Laugero (2014), the unavailability cost is incurred when the desired material is not available at the desired time. In manufacturing industries, this cost is often called the stock-out or depletion cost. Shortages may delay work, thereby wasting labor resources or delaying the completion of the entire project. Again, it may be difficult to forecast in advance exactly when an item may be required or when a shipment will be received. While the project schedule gives one estimate, deviations from the schedule may occur during construction. Moreover, the cost associated with a shortage may also be difficult to assess, if the material used for one activity is

not available, it may be possible to assign workers to other activities and, depending upon which activities are critical, the project may be delayed.

### **Tradeoffs of Costs in material Management**

Laugero (2014) asserts that to illustrate the type of trade-offs encountered in material management, a particular item has to be ordered for a project amount of time required for processing the order and shipping the item is uncertain. Consequently, the project manager must decide how much lead time to provide in ordering the item. Ordering early and thereby providing a long lead time will increase the chance that the item is available when needed, but it increases the cost of inventory and the chance of spoilage on site. It also adds that, in more realistic situations, the manager would also contend with the uncertainty of exactly when the item might be required.

### **2.3 The relationship between approaches of inventory control and the performance of construction companies**

According to Lynch (2015), the main objective of inventory management is to minimize the total cost of relevant costs to ensure profitable operations. Because of the value attributed to inventory management, two cardinal decisions must be faced if the inventory management is; how much do we buy at a time? When do we buy ( or manufacture)?

According to Pandey (2015), in many cases where inventory management decisions have been effective, inventory planning models have been effective; inventory-planning models have been developed and implemented focusing especially on the twin problems of inventory size and timing. Usually, inventory management modes are defined to achieve a balance between the costs of acquiring and holding inventory. These costs are the ones that affect organizations' profitability. These models are developed in order to help management maintain inventories of optimal level that will help the organization to realize profits. To be specific, the objective of inventory management models is to maintain adequate inventory levels of minimum inventory costs. They specify the economic order quantity and re-order point and if well observed, companies earn profits (Morse, 2010).

Conversely, if many small orders are placed overall ordering costs will be high but annual holding costs will be low. To be profitable, it is necessary to determine it increasing the order size to obtain large volume discounts and slightly lowering costs will be more offset at a higher holding cost. The scholars agreed that profitability would only be achieved at an optimum level of relevant costs i.e. holding costs and ordering costs (Lynch, 2015).

Excessive inventories are the enemy of retail profitability. For inventory management to be an effective profitability improvement tool, corporate culture must ensure that employees are empowered to make it successful (Laugero, 2014). Organizations like Black and Decker fully realize the relationship between inventory production and profit. This is an international Corporation, with annual sales in excess of 1 billion. It is the world's largest manufacturer of power tools, and because of the large required investment in inventory and the total cost associated with such, managers are alert for ways to control inventory (Ivancevich, 2013). Lucey (2012) says that inventory management is an important area of financial control, which is often neglected not knowing that a small percentage saving on inventory costs will represent millions of shillings on a natural scale. All stocks represent an investment so they should keep to an absolute minimum.

According to Pandey (2015), this is the level of which an order for additional inventory should be placed, because inventory cannot be ordered and received instantly. Orders for additional inventories should be placed before current stocks are depleted. The re-order point must consider both the lead time required to replenish stocks after an order is placed and inventory demand during the lead time.

Morse (2010), agreed with other scholars and further observed that, because of the variation in lead time and the daily demand for inventory, inventories are cushions to prevent "Stock out" and the resulting loss of sales or disruption of production.

As already noted above, in a merchandising establishment, stock-out costs include the extra costs of processing back orders and the opportunity cost of lost sales is frequently specified as the selling price less the invoice price, opportunity costs are considered greater if dissatisfied

customers subsequently patronize other establishments. In this case, the profitability of an organization remains fragile if no proper controls are considered. greater it dissatisfied customers subsequently patronize other establishments. In this case, the profitability of an organization remains fragile if no proper controls are ensured.

Economic order quantity is the quantity of inventory that should be ordered at once. They further noted that the quantity of inventory ordered at once affects inventory ordering and holding costs and will ultimately have a bearing on profitability. For instance, if a few large orders are placed, annual ordering costs will be low, but annual holding costs will be high (Hanger, 2009).

## **2.4 Conclusion**

Generally, the above literature exhibits several knowledge gaps and several questions are not adequately answered by already existing literature and studies like whether inventory control has contributed to the performance of Kavuma Investments Limited. Where attempts are made, it is limited by time and geographic scope. However primary data was used to examine the effects of inventory control on construction companies in Uganda, a case study of Kavuma Investments Ltd.



## CHAPTER THREE METHODOLOGY 2.0 Introduction

The chapter presented the methodology used in conducting the study. It reflected the study research design, area of the study, the population of the study, sampling, data type, sources, data collection methods and instruments, procedure of data collection, data processing and analysis, ethical issues, and limitations of the study.

### 3.1 Research design

The study used a descriptive research design because it provided a framework for interpreting the variables of the study. Descriptive research was used to obtain information concerning the current status of the phenomena to what exists with respect to variables or conditions in a situation. Both qualitative and quantitative approaches were used whereby the researcher used tables when collecting and presenting data from the field. The technique was appropriate as it involved a careful in-depth study and analysis of the subject matter.

### 3.2 Area of study

The study was carried out from Kavuma Investments Ltd which is located at Jinja Road, P.O. Box 34183, Kampala, Uganda.

### 3.3 Study Population

The study population consisted of 80 respondents from the Management and staff of Kavuma Investments Ltd.

### 3.4 Sample size

The researcher considered a sample size of 80 respondents and this was determined using

Morgan formula  $n = \frac{X^2 NP(1-P)}{e^2(N-1) + X^2 P(1-P)}$  where n is the sample size, N is the population size, e is the

acceptance sampling error,  $X^2$  is chi-square of the degree of freedom 1 and confidence 95% 3.841 and p is the proportion of the population (if unknown, 0.5).

$$n = \frac{3.841 + 80 + 0.5(1-0.5)}{1(80-1) + 3.841 \cdot 0.5(1-0.5)}$$

$$= \frac{76.82}{1.16}$$

n=66

### **3.5 Data type and sources**

The study used both primary and secondary data sources as explained below;

#### **3.5.1 Primary sources**

Primary data was obtained directly from the target sample respondents. It included first-hand information given by the respondent. The primary sources included historical and legal documents, eyewitness accounts, results of experiments, statistical data, pieces of creative writing, audio and video recordings, speeches, and art objects.

#### **3.5.2 Secondary sources**

Secondary data is the data that has been already collected and is readily available from other sources. Such data are cheaper and more quickly obtainable than the primary data and also may be available when primary data cannot be obtained at all. The secondary data was got from Kavuma Investments Ltd. Secondary data was used because access time was relatively short.

### **3.6 Data collection methods**

This study employed the following methods in the collection of data namely; interviewing method, questionnaire method, and document review as explained;

#### **3.6.1 Interviewing method**

Interviewing method is the verbal conversation between two people with the objective of collecting relevant information for the purpose of research. Structured and open-ended interviews will be carried out. This method of data collection was used because it gave an opportunity to probe and obtain detailed information on an issue. Key respondents were interviewed to provide insight into activities being done at Kavuma Investments.

#### **3.6.3 Questionnaire method**

A questionnaire is a set of questions for gathering information from individuals/ respondents. The questionnaire method is used to gather data about the knowledge of the respondents about the researcher's topic of the study. The researcher used self-administered questionnaires of both open-ended and close-ended questionnaires in which written questions were presented and answered by the respondents in written form. The use of questionnaires ensured that there is

wide coverage in terms of scope; they included consultations where they were due and responses were checked in case of doubt.

### **3.7 Data collection instruments**

These are the fact-finding strategies. The instruments of data collection the researcher used included; a self-administered questionnaire, interview guide, and document review checklist as explained below;

#### **3.7.1 Interview guide**

An interview refers to a face-to-face interaction in which one plays the role of the interviewer and the other takes the role of the interviewee and both roles carry clear expectations concerning behavioral and attitudinal approaches. This instrument involved face-to-face communication with the staff at Kavuma Investments.

#### **3.7.2 Self-Administered Questionnaires**

Self-administered questionnaires were used to collect information from respondents to obtain information pertaining to the study. The questionnaires comprised of structured and unstructured questions to enable the researcher to obtain as much information as possible. The questionnaires also helped the researcher to cover a large number of respondents in a short time.

### **3.8 Procedure of Data Collection**

The researcher obtained an introduction letter from the faculty of Economics and Management Science. She then visited Kavuma Investments and sought permission from the administration to allow her to conduct the study. After granting her permission, the researcher personally administered the questionnaires to the identified respondents. The respondents were briefed about the importance of the study and were assured of the aspect confidentiality of the information they provided. The researcher also got the consent of the respondents prior to participating in the study. Later, the respondents were guided on how to fill out the questionnaire. They were also requested to exercise objectivity in their responses to the questionnaire. The respondents were given sufficient time to fill out the questionnaire and thereafter the researcher collected the questionnaires. Later, the researcher conducted the interviews with the selected individuals, the key informants, after getting their consent too.

### **3.9 Data processing and analysis**

Data has no clear meaning unless it is analyzed and interpreted. Data analysis, therefore, gives raw data meaning and implications. After collecting the data, it was processed to manageable proportions for better presentation and analysis. This involved editing, coding, and presentation of quantitative data. Editing was concerned with detecting and correcting errors and ensuring completion of question answering. Field editing was employed to ensure that questionnaires were fully answered with respect to all relevant questions to the respondents. The filled-in questionnaires were checked for uniformity and errors were detected for the omitted questions. Coding involved the processing of classified answers to questions into meaningful categories to develop an essential pattern. This helped the researcher to summarize the data and get frequency patterns that facilitated the tabulation of data. Lastly, quantitative data was analyzed using Microsoft excel statistical package software and presented in form of frequency tables and figures.

### **3.10 Reliability and Validity of the instruments**

#### **3.10.1 Validity**

The concept of validity ensured that the instruments were used to yield relevant and correct data. To ensure validity data collection instruments were constructed in such a way that they had adequate number of items and that each item or question on the scale had a link with the objectives of the study and were covered in a full range of issues that were measured. Where necessary, questionnaires were revised accordingly to suit the objectives of the study.

#### **3.10.2 Reliability**

Reliability was used to measure the degree to which the instrument was the same if put under the same conditions. To ensure reliability, the research instruments were pretested to selected respondents to ensure consistency and comprehensiveness. Further, consultations with other researchers, supervisors and peers were done to review the research instruments. The respondents who participated in the study were found to be informed and knowledgeable on the subject matter to provide reliable answers.

### **3.11 Ethical considerations**

The study was carried out according to the following norms and regulations. Verbal consent was obtained from the key informants. An introduction was made to the respondents and the objectives of the study were clearly explained to respondents. The researcher assured the respondents of confidentiality and no person was forced to participate in the study. For the case of staff, the researcher ensured that the informants were treated with respect and their privacy was observed. The choice to hold interviews in privacy was given to informants for confidence and to remove fear about giving confidential information where necessary.

### **3.12 Limitations of the study**

The validity of the study was likely to face some threats borne out by the following situations;

Intervening or confounding variables such as the honesty of the respondents and personal bias was beyond the researcher's control. To minimize such conditions, the researcher requested the respondents to be as honest as possible and impartial and unbiased in answering the questionnaires.

The research environment had no standard control where extraneous variables or unintentional actions by researchers influenced on data gathered which delayed the final report presentation.

The research tools used in this study were researcher-made. However, validity and reliability tests were done to arrive at a reasonable measuring tool.

## CHAPTER FOUR

### PRESENTATION, ANALYSIS

### AND INTERPRETATION OF THE RESEARCH

### FINDINGS

#### 4.0 Introduction

This chapter presents the findings and discussion of the study for the data obtained from the field. This was done with aim of providing answers to the research questions and interpretation of each of these findings in light of research objectives. Tables, frequencies and other statistical tools were used to help with analysis and interpretation of findings.

#### 4.1 Response rate

The study population was 66 but only 60 respondents participated and 6 did not participate in the study project and the total number of respondents who were sampled was 60(90.9%) in total and they all responded positively.

#### 4.2 Section A: The demographic characteristics of respondents

This section highlights the biography of the respondents which includes the gender, positions, age level of education levels of the respondents among others, the information is provided in the tables below

##### 4.2.1: Gender of respondents

**Table 4.2.1: Showing the gender of respondents**

Gender	No of respondents	Percentage %
Female	25	41.7
Male	35	58.3
Total	60	100

*Source: field findings 2022*

The table above indicates that the study gave the opportunity to both male and female respondents. The results indicated that registered most of the respondents of the Male respondents. The sex with a frequency of 35(58.3%) respondents least was the females with a frequency of

25(41.7%) respondents. This means that at Kavuma Investments Ltd, male respondents were more willing to give information as compared to their counterpart's females.

#### 4.2.2: Age of the respondents

**Table 4.2.4: showing the age of the respondents**

Age	No of respondents	Percentage %
18-30	15	25
31-50	28	46.7
51-59	12	20
60 and above	5	8.3
<b>Total</b>	<b>60</b>	<b>100</b>

**Source: field findings 2022**

According to the information in table 2, 51- 59 years' account for 20% while those with 60 3%) years and above account for 5(8.3%). This means that of those between 18-30 years 25% were all giving the required information. The largest age bracket is 31-50 experience and enough knowledge of the effects of inventory e company.

table 2, 51- 59 years' account for 20% while those with 60 3%) years and above account for 5(8.3%). This means that of those between 18-30 years 25% were all giving the required information. The largest age bracket is 31-50 experience and enough knowledge of the effects of inventory e company.

#### 4.2.3: Marital status of the respondents

**Marital status of the respondents**

**Table 4.2.5: Showing the marital status of the respondents**

Marital status	No of respondents	Percentage %
Single	15	25
Married	45	75
<b>Total</b>	<b>60</b>	<b>100</b>

**Source: field findings 2022**

From table 3 above, 25% of the respondents were single whereas the married respondents account for 75% and this implies that the majority of the respondents were married followed by single ones.

#### 4.2.4: Level of Experience

**Table 6.2.4: Showing the Level of Experience**

Period	Frequency	Percentage
1-5 years	30	50
6-10 years	20	33
Above 10 years	10	17
<b>Total</b>	<b>60</b>	<b>100</b>

**Source: field findings 2022**

From table 4 above, the results revealed that various respondents of different levels of experience comprised the sample size. It was noted that the majority had the experience of 1-5 years with a frequency of 30(50%. This was followed by those of 6-10 years with a frequency of 33%, 10 and above had a frequency of 17% each. This means that 30 (50%) of the respondents had working experience of over 1-5 years and were able to give reliable information for the study. The result shows that most of the workers at Kavuma had working experience of more than five years.

### 4.3: Empirical results

This section provides the research findings that the researcher got from the respondents using questionnaires.

#### 4.3.1: Inventory control used by Kavuma Investments Ltd.

Respondents were asked about the Inventory costs incurred at Kavuma Investments Limited and the following was revealed by the respondents as shown in the table below.

1. Strongly agree      2. Agree      3. Not agree 4. Disagree      5. Strongly disagree



**Table 4.3.1: Showing the approaches to inventory control used by Kavuma Investments Ltd.**

<b>Approaches to inventory</b>	1 SA	2 A	3 NS	4 D	5 SD
A responsible official authorizes the purchase	40(66.7%)	8(13.3%)	0(0%)	10(16.7%)	2(3.3%)
Goods are inspected on receipt.	18(30%)	17(28.3%)	12(20%)	10(16.7%)	3(5%)
pays maximum attention to those inventories whose value is the highest.	33(55%)	3(5%)	14(23.3%)	3(5%)	7(11.7%)
All store staffs of Kavuma Investments Limited are highly skilled.	2(3.3%)	7(11.7%)	28(46.7%)	10(16.7%)	13(21.7%)
Kavuma Investments Limited experiences under stocks situations	10(16.7%)	20(33.3%)	16(26.7%)	9(15%)	5(8.3%)
Kavuma Investments Limited get damaged goods from its store	10(16.7%)	18(30%)	17(28.3%)	12(20%)	3(5%)

*Source: field findings 2022*

From table 4.3.1 above 40(66.7%) of the respondent strongly agree yet 8(13.3%) agree and 0(0%) not sure and 10(16.7%) disagree and 2(3.3%) strongly disagree. This implies that 80% Of the respondents generally agreed that a responsible official authorizes purchase at Kavuma Investments Limited.

From table 4.3.1 above 18(30%) of the respondent strongly agree yet 17(28.3%) agree and 12(20%) not sure and 10(16.7%) disagree and 3(5%) strongly disagree. This implies that 58.3% Of the respondents generally agreed that goods are inspected on receipt at Kavuma Investments Limited. From table 4.3.1 above 33(55%) of the respondent strongly agree yet 3(5%) agree and 14(23.3%) not sure and 3(5%) disagree and 7(11.7%) strongly disagree. This implies that Kavuma pays maximum attention to those inventories whose value is the highest. From table 4.3.1 above 2(3.3%) of the respondent strongly agree yet 7(11.7%) agree and 28(46.7%) not sure and 10(16.7%) disagree and 13(21.7%) strongly disagree. This implies all store staffs of Kavuma Investment Limited are highly skilled.

From table 4.3.1 above 10(16.7%) of the respondent strongly agree yet 20(33.3%) agree and 16(26.7%) not sure and 9(15%) disagree and 5(8.3%) strongly disagree. This implies that Kavuma Investments Limited experiences stocks situations

From table 4.3.1 above 10(16.7%) of the respondent strongly agree yet 18(30%) agree and 17(28.3%) not sure and 12(20%) disagree and 3(5%) strongly disagree. This implies that Kavuma Investments Limited get damaged goods from its store.

#### **4.3.2: Inventory costs incurred at Kavuma Investments Limited**

Respondents were asked about the Inventory costs incurred at Kavuma Investments Limited and the following was revealed by the respondents as shown in the table below

**Table 4.3.2: Showing the Inventory costs incurred at Kavuma Investments Limited**

<b>Performance indicators</b>	1	2	3	4	5
	SA	A	NS	D	SD
Kavuma Investments Limited is faced with transportation and freight costs	33(55%)	3(5%)	14(23.3%)	3(5%)	7(11.7%)
Kavuma Investments Limited is faced with the expenses of making requisitions	40(66.7%)	8(13.3%)	0(0%)	10(16.7%)	2(3.3%)
Kavuma Investments Limited is faced with the costs of writing purchase orders	18(30%)	17(28.3%)	12(20%)	10(16.7%)	3(5%)

Kavuma Investments Limited is faced with the costs of receiving materials	10(16.7%)	18(30%)	17(28.3%)	12(20%)	3(5%)
---------------------------------------------------------------------------	-----------	---------	-----------	---------	-------

*Source; Primary 2022*

From table 4.3.2 above 33(55%) of the respondent strongly agreed yet 8(13.3%) agreed and 14(23.3%) are not sure and 3(5%) disagreed and 7(11.7%) strongly disagreed with the statement. This implies that Kavuma Investments Limited is faced with transportation and freight costs.

From table 4.3.2 above 40(66.7%) of the respondent strongly agreed yet 3(5%) agree and 10(16.7%) disagreed and 2(3.3%) strongly disagreed. This implies that Kavuma Investments Limited is faced with the expenses of making requisitions.

From table 4.3.2 above 18(30%) of the respondent strongly agreed yet 17(28.3%) agreed and 12(20%) were not sure and 10(16.7%) disagreed and 3(5%) strongly disagreed. This implies that Kavuma Investments Limited is faced with the costs of writing purchase orders.

From table 4.3.2 above 10(16.7%) of the respondent strongly agreed yet 18(30%) agreed and 17(28.3%) were not sure and 12(20%) disagreed and 3(5%) strongly disagreed with the statement. This implies that Kavuma Investments Limited is faced with the costs of receiving materials.

**4.3.3: The relationship between approaches of inventory control and the performance of Kavuma Investments Limited**

Respondents were asked about the relationship between approaches of inventory control and the performance of Kavuma Investments Limited and the following was revealed by the respondents as shown in the table below.

1. Strongly agree            2. Agree            3. Not agree 4. Disagree            5. Strongly disagree.

**Table 4.3.3: Showing the relationship between approaches of inventory control and the performance of Kavuma Investments Limited**

<b>The relationship between approaches of inventory control and performance at Kavuma Investments Limited</b>	1 SA	2 A	3 NS	4 D	5 SD
The performance of Kavuma Investments Limited is as a result of a responsible official who authorizes the purchase	23(38.3%)	14(23.3%)	10(16.7%)	3(5%)	10(16.7%)
The performance of Kavuma Investments Limited is a result of Goods inspected on receipt.	33(55%)	3(5%)	14(23.3%)	3(5%)	7(11.7%)
The performance of Kavuma Investments Limited is as a result of maximum attention paid to those inventories whose value is highest.	28(46.7%)	13(21.7%)	10(16.7%)	2(3.3%)	7(11.7%)
The performance of Kavuma Investments Limited is as a result of the skills of store staffs	40(66.7%)	10(16.7%)	0(0%)	2(3.3%)	8(13.3%)
The performance of Kavuma Investments Limited is as a result of damaged goods from its store	10(16.7%)	18(30%)	17(28.3%)	12(20%)	3(5%)
Details such as date, transaction description, and amount of money paid out are recorded well.	18(30%)	17(28.3%)	12(20%)	3(5%)	10(16.7%)
Expenses are booked according to their nature.	17(28.3%)	18(30%)	12(20%)	3(5%)	10(16.7%)

**Source: Primary Data, 2022**

From table 4.3.3 above 23(38.3%) of the respondent strongly agree yet 14(23.3%) agree and 10(16.7%) not sure and 3(5%) disagree and 10(16.7%) strongly disagree. This implies that the

performance of Kavuma Investments Limited is as a result of a responsible official who authorizes the purchase.

From table 4.3.3 above 33(55%) of the respondent strongly agree yet 3(5%) agree and 14(23.3%) not sure and 3(5%) disagree and 7(11.7%) strongly disagree. This implies that the performance of Kavuma Investments Limited is a result of Goods inspected on receipt.

From table 4.3.3 above 28(46.7%) of the respondent strongly agree yet 13(21.7%) agree and 10(16.7%) not sure and 2(3.3%) disagree and 7(11.7%) strongly disagree. This implies that the performance of Kavuma Investments Limited is as a result of maximum attention paid to those inventories whose value is highest.

From table 4.3.3 above 40(66.7%) of the respondent strongly agree yet 10(16.7%) agree and 0(0%) not sure and 2(3.3%) disagree and 8(13.3%) strongly disagree. This implies that the performance of Kavuma Investments Limited is as a result of the skills of store staffs.

From table 4.3.3 above 10(16.7%) of the respondent strongly agree yet 18(30%) agree and 17(28.3%) not sure and 12(20%) disagree and 3(5%) strongly disagree. This implies that the performance of Kavuma Investments Limited is as a result of damaged goods from its store.

From table 4.3.3 above 10(16.7%) of the respondent strongly agree yet 18(30%) agree and 17(28.3%) not sure and 12(20%) disagree and 3(5%) strongly disagree. This implies that the performance of Kavuma Investments Limited is as a result of damaged goods from its store all goods/services received on credit being booked.

From table 4.3.3 above 18(30%) of the respondent strongly agree yet 17(28.3%) agree and 12(20%) not sure and 3(5%) disagree and 10(16.7%) strongly disagree. This implies that Details such as date, transaction description and amount of money paid out are recorded and this as a result improves the performance of Kavuma Investments Limited.

From table 4.3.3 above 17(28.3%) of the respondent strongly agree yet 18(30%) agree and 12(20%) not sure and 3(5%) disagree and 10(16.7%) strongly disagree. This implies that the Expenses are recorded according to their nature e.g. rent, and electricity thus improving the performance of Kavuma Investments Limited.

## CHAPTER FIVE

### DISCUSSION, SUMMARY, CONCLUSION AND RECOMMENDATION OF THE FINDINGS

#### 5.0 Introduction

This chapter focuses on the discussion, conclusions and recommendations that can be drawn from the discussion of findings presented in chapter four. The study established the effects of inventory control on construction companies in Uganda, a case study of Kavuma Investments Ltd.

#### 5.1 Summary of Findings

This section focuses on the discussion of results. It highlights the implications of the findings and where appropriate, relates them to the existing literature.

##### **Inventory Control**

Findings revealed that a responsible official authorizes the purchase, Goods are not inspected on receipt, staff members of Kavuma Investments Limited do not pay maximum attention to those inventories whose value is highest, all store staffs of Kavuma Investments Limited are not highly skilled, Kavuma Investments Limited experiences under stocks situations, and gets damaged goods from its stored.

The findings are in agreement with Brackus (2016) who argued that material control is concerned with two parts of Accounting; physical property and value of the property. Brackus (2016) shows material control as one of the policy procedures employed in the management of materials and these include internal checks as in continuous, period, spot and or any other type of control established by management to carry out activities aimed at ensuring an effective and efficient material management procedure. Other forms of material control include ensuring high security of the storehouse and stockyard, good custody of keys, limiting access to premises and making of materials as in coding, minimizing theft, and segregation of prescribed items.

##### **5.1.2 Inventory costs incurred in the procurement process at Kavuma Investments Limited**

Findings revealed that Kavuma Investments Limited is faced with transportation, freight costs, and purchase costs and this agrees with Purifoy, (2016) who said that the purchase cost of an item is the purchase price from an external source including transportation and freight costs. For construction materials, it is common to receive a discount for bulk purchases, s the unit

purchase cost declines as quantity increases. These reductions may reflect manufacturer marketing policies, economies of scale in material production, or scale economies in transportation. There are also advantages to having homogeneous material. For example, a bulk order to insure the same color or size of items such as bricks may be desirable. Accordingly, it is usually desirable to make a limited of large purchases for materials.

The finding further revealed that Kavuma Investments Limited is faced with costs of receiving materials and this is in agreement with Cordell (2015) who noted that proposes that the cost of materials is based on bargaining leverage, quantities and delivery time" Cordell continues that an organization with the potential for long-term purchase volume can command better bargaining leverage. While orders in large quantities may result in lower unit prices, they may also increase holding costs and thus cause problems in cash flow. Requirements of short delivery time also adversely affect unit prices. Furthermore, design characteristics which include items of odd sizes and shapes should be void, since such items normally are not available in the standard stockpile, purchasing them causes higher prices

Kavuma Investments Limited is faced with the costs of holding costs and this agrees with Tersine (2012) who said that the holding costs or carrying costs are primarily the results of capital costs, handling, storage, obsolescence, shrinkage, and deterioration. Capital costs result from the opportunity cost or financial expenses of capital tied up in inventory. Once payment for goods is made, borrowing costs are incurred or capital must be inverted from other productive uses. Consequently, a capital carrying cost is incurred equal to the value of the inventory during a period multiplied by the interest rate obtainable or paid during that period. He notes that capital costs only accumulate when payment for materials actually occurs; many organizations attempt to delay payments as long as possible to minimize such costs. Handling and storage represent the movement and protection charges incurred for materials. Storage costs also include the disruption caused to other project activities by inventories of materials that get in the way.

### **5.1.3 The relationship between Approaches of Inventory Control and Financial Performance of Kavuma Investments Limited**

From the findings 23(38.3%) of the respondent strongly agreed yet 14(23.3%) agreed and 10(16.7%) were not sure and 3(5%) disagreed and 10(16.7%) strongly disagreed with the

statement. This implied that the performance of Kavuma Investments Limited is as a result of a responsible official authorizing the purchase.

From the findings 33(55%) of the respondent strongly agreed yet 3(5%) agreed and 14(23.3%) were not sure and 3(5%) disagreed and 7(11.7%) strongly disagreed. This implies that the performance of Kavuma Investments Limited is a result of Goods inspected on receipt.

## **5.2 Conclusion**

Findings revealed that Goods are not inspected on receipt, staff members of Kavuma Investments Limited do not pay maximum attention to those inventories whose value is highest, all store staffs of Kavuma Investments Limited are not highly skilled, it experiences under stocks situations, and gets damaged goods from its stored. Besides that, Kavuma Investments Limited is faced with the costs of checking on orders and maintaining records of the entire process, handling costs. Nevertheless, there is a strong positive relationship between the approaches of Inventory Control and the Performance of Kavuma Investments Limited

## **5.3 Recommendations**

Kavuma Investments Limited should forecast the market for its products so that it stocks enough inventories to avoid stocks and reduce damaged inventory.

The company should also fix the stock levels that is, maximum, minimum, and reorder levels for all items in stock in order to avoid inadequate stocks or stock outs suffered by the company.

Kavuma Investments Limited should minimize on its inventory expenses by using skilled labor and also increase on its sales by widening on market for its products.

Kavuma Investments Limited should identify the order quantity that minimizes total cost of stock holding, stock ordering and purchase costs in order to maximize profits.

Kavuma Investments Limited should put into consideration inventory management when planning for better profits in the coming years and should also minimize the cost of production as lowest as possible.



#### **5.4 Area for Further research**

Research needs to be carried out on examining the effectiveness of internal controls and the financial performance of construction companies.

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## APPENDICES

### APPENDIX 1: Questionnaire for staff Members

**Dear respondents!**

I **ATWONGYEIRE PLEASURE** a student of Kabale University offering a Bachelor's degree in Business administration. This questionnaire is designed to collect information aimed at evaluating the effects of inventory control on the performance of construction companies in Uganda using a case study of Kavuma Investments ltd. The information obtained will be strictly for academic purposes and it will be treated with at most confidentiality. I kindly request you to fill this questionnaire.

Section A: Personal data (Tick in the appropriate box provide)

Your 'age

Under25       25-34       35-45       Above45

Gender

Male       Female

For how long have you been working with Kavuma Investments Limited?

0- 3 years       4-6 years       6-9years       Above 9 years

What highest level of education you have attained?

Certificate	Diploma	Degree	Professional qualification	Masters	PHD

**For questions onwards please indicate**

1. Strongly agree      2. Agree      3. Not agree 4. Disagree      5. Strongly disagree.

**SECTION B: Inventory control**

<b>Approaches to inventory</b>	<b>1</b> SA	<b>2</b> A	<b>3</b> NS	<b>4</b> D	<b>5</b> SD
A responsible official authorizes the purchase					
Goods are inspected on receipt.					
pays maximum attention to those inventories whose value is the highest.					
All store staffs of Kavuma Investment Limited are highly skilled.					
Kavuma Investments Limited experiences under stocks situations					
Kavuma Investments Limited get damaged goods from its store					

**Section B: Inventory costs incurred at Kavuma Investments Limited**

<b>Performance indicators</b>	1 SA	2 A	3 NS	4 D	5 SD
Kavuma Investments Limited is faced with transportation and freight costs					
Kavuma Investments Limited is faced with the expenses of making requisitions					
Kavuma Investments Limited is faced with the costs of writing purchase orders					
Kavuma Investments Limited is faced with the costs of receiving materials					

**Section D: The relationship between approaches of inventory control and performance of Kavuma Investments Limited**

<b>The relationship between approaches of inventory control and performance at Kavuma Investments Limited</b>	1 SA	2 A	3 NS	4 D	5 SD
The performance of Kavuma Investments Limited is as a result of a responsible official who authorizes the purchase					
The performance of Kavuma Investments Limited is a result of Goods inspected on receipt.					
The performance of Kavuma Investments Limited is as a result of maximum attention paid to those inventories whose value is highest.					

The performance of Kavuma Investments Limited is as a result of the skills of store staffs				
The performance of Kavuma Investments Limited is as a result of damaged goods from its store				

***Thank very much***

## Appendix B: Work plan and Timeframe

<b>Activity</b>	<b>Duration (days/weeks/months)</b>	<b>Responsible</b>
Locate Respondents	June 2022	Researcher
Designing Pretesting data collection tools	June 2022	Researcher
Data Collection	July 2022	Researcher
Data Coding	July 2022	Researcher
Data interpretation and Reporting	November 2022	Researcher