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Influence of Supply Chain Metrics on Organizational Performance of Reseller Companies in Kenya: A Case of the Copy Cat Limited

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Abstract: **Organizations have recognized that in order to achieve a competitive advantage over its competitors, it is compulsory to measure, monitor and manage organizational performance. To properly manage a supply chain, supply chain metrics ought to be identified and applied to the supply chain so as to quantify the efficiency and effectiveness of action. The general objective of this study was to analyze the influence of supply chain metrics on organizational performance of reseller companies in Kenya. The specific objectives of the study were: to find out how on-time delivery affects organizational performance of reseller companies in Kenya; to analyze how product flexibility affects organizational performance of reseller companies in Kenya; to evaluate the effect of order cycle time on organizational performance of reseller companies in Kenya and to find out how product availability affects organizational performance of reseller companies in Kenya. A review of literature relating to supply chain metrics and organizational performance was done with the theory of constraints, resource based view of the firm and knowledge based view of the firm as the theories relating to the independent variables. The study was limited to the Copy Cat Limited in Nairobi, Kenya. A descriptive research design was adopted in an attempt to answer the research questions. The target population of this study was the 80 employees of the Copy Cat Limited, Kenya. A census was conducted. Questionnaires were used to collect data from the respondents. The collected data was analyzed using both descriptive and inferential statistics. Quantitative data was analyzed using the assistance of statistical package for social sciences version 22 and presented in tables and other graphical presentations. Correlation coefficient as well as multiple regression analysis were applied to show the relationship between the independent variables and dependent variable at 5% level of significance. It is notable that there exists a strong positive relationship between the independent variables and dependent variable as shown by R value (0.787). The coefficient of determination (R^2) explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable and the four independent variables that were studied explained 61.9% of the organizational performance as represented by the R^2. The analysis showed that product availability had the strongest positive (Pearson correlation coefficient= 0.777, p-value= 0.000<0.05) influence on organizational performance. In addition, on-time delivery, order cycle time and product flexibility are positively correlated to organizational performance with Pearson correlation coefficient of 0.711, 0.700 and 0.532 with p-values of 0.001<0.05, 0.003<0.05 and 0.004<0.05 respectively. In the light of the findings and conclusions, it is recommended that efforts must be made to implement more supply chain metrics that have not been implemented yet in the study area so as to help improve on organizational performance. The study has contributed to the body of knowledge with regards to the influence of supply chain metrics on organizational performance.**

***Keywords*: On-time delivery, Order cycle time, Organizational performance, Product availability, Product flexibility and Supply chain metrics.**

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1. INTRODUCTION

Background:

For over a decade, there has been an increasing interest in the use of supply chain to improve organizations' performance. Effective supply chain management is key to building a sustainable competitive edge through improved inter and intra-firm relationships (Ellinger, 2000). Supply chain management has become a key strategic factor for increasing organizational effectiveness and for better realization of organizational goals (Tirtiroglu, 2001). Therefore, for an organization to meet its set goals and objectives, the output of the processes enabled by the supply chain must be measured and compared with a set of standards. Well defined and controlled processes in a supply chain is crucial in improving performance and can be achieved, at least in part, through measurement.

Supply chain management must start with performance measures, as it has been argued that measuring supply chain performance can facilitate a greater understanding of the supply chain, positively influence actors' behavior and improve its overall performance (Chen & Paulraj, 2004). In order to evolve an efficient and effective supply chain, supply chain management needs to be assessed for its performance. However, there has been a lack of insight for the development of effective performance measures and metrics needed to achieve a fully integrated supply chain (Tirtiroglu, 2001). The lack of proper supply chain metrics will result in failure to meet end user expectations, sub optimization of departmental or company performance, missed opportunities to outperform the competition and conflict within the supply chain (Pohlen, 2001).

Supply chain performance metrics provide organizations with a standard framework to assess supply chain performance including internal and external firm links (Sheoran & Wang, 2004; Harrison & New, 2002). The use of internal linkage performance metrics leads to elimination of non-value added activities, decreased variance of orders, swifter product flows, more efficient use of time, material and human resources and reduction of the bullwhip effect (Frohlich & Westbrook, 2001;Yan & Cheng, 2001). The use of external linkage performance metrics leads to the creation of end-customer value through closer integration activities and communication with other member firms along the supply chain (Closs & Stank, 2000; Croxton, Garcia-Dastugue, Lambert & Rogers, 2001).

For any business activity which has strategic implications for any company, identifying the required performance measures on most of the criteria is essential and it should be an integral part of any business strategy (Chia, Goh & Hum, 2009). According to Cooke (2003), what gets measured, gets managed, is only true if a manageable number of metrics, which focuses on business success, are used.

Increasing globalization, reduced barriers to international trade, improvements in information availability among other external factors have led to the growth and development of the supply chain. More and more firms are beginning to adopt supply chain management to improve performances of their organizations (Arawati, 2011). Retail activities turn out to be one of the significant themes playing the role in supply chain management and logistics (Supasansanee & Kasiphongphaisan, 2009). There are few studies validating the supply chain performance measurements (Agus *et al*., 2012; Chavez *et al*., 2012) in the manufacturing industries.

Statement of the Problem:

In this era of globalization, dynamic changes in technology, intensifying competition amongst industry players has resulted to firms devising competitive strategies to sustain themselves in today's world. Much more attention has been drawn to use of supply chain as a competitive strategy to enhance organizational performance. According to Jagdev and Browne (1998) supply chains are responsible for the entire lifetime of the product, from preparation of materials and supply management, to production and manufacturing, distribution and customer service and ultimately recycling and disposal at the end of a product's life.

Soni and Kodali (2011) found that the choice of competitive supply chain strategy impacted business and supply chain performance and they claimed that the strategic fit considering the degree of alignment between competitive situation, strategy, organizational culture and leadership can enhance business performance. While there are many ongoing research efforts on various aspects and areas of supply chain management, so far little attention has been given to the performance evaluation, and hence, to the measures and metrics of supply chains (Tirtiroglu, 2001).

It is generally believed that a well-crafted system of supply chain metrics can increase the chances for success by aligning processes across multiple firms, targeting the most profitable market segments and obtaining a competitive advantage through differentiated services and lower costs (Pohlen, 2001). Therefore, there is need for supply chain performance measures and metrics to test and reveal the viability of strategies without which a clear direction for improvement and realization of goals would be highly difficult (Tirtiroglu, 2001).

Van Hoek (1998) suggests that lack of appropriate metrics for quantifying the influence of supply chain management restricts the optimization of supply chains. Quite often companies have a large number of performance measures to which they continue to add based on suggestions from employees and consultants. They fail to realize that performance assessment can be better addressed using instead a few areas most critical to success. The techniques and measures described in literature focus on developing performance measures for an organization and do not capture the performance of the supply chain in total or how each of the organization affects overall performance (Pohlen, 2001).

To bridge this gap, this study aims at finding out how supply chain metrics influence organizational performance of reseller companies considering they highly depend on producer companies. Despite there being much attention from researchers and practitioners on supply chain management, supply chain metrics and organizational performance, there has been no research on this area of study done on reseller companies in Kenya. Thus it is necessary to carry out a study on the influence of supply chain metrics on organizational performance of reseller companies taking a case of the Copy Cat Limited, Kenya.

Objectives of the Study:

***General Objective*:**

The general objective of this research was to analyze the influence of supply chain metrics on organizational performance of reseller companies in Kenya.

Specific Objectives:

This study sought to achieve the following specific objectives.

i. To find out how on-time delivery affects organizational performance of reseller companies in Kenya.

ii. To analyze how product flexibility affects organizational performance of reseller companies in Kenya.

iii. To evaluate the effect of order cycle time on organizational performance of reseller companies in Kenya.

iv. To find out how product availability affects organizational performance of reseller companies in Kenya.

Research Questions:

The study was guided by the following research questions.

i. How does on-time delivery affect organizational performance of reseller companies in Kenya?

ii. What is the effect of product flexibility on organizational performance of reseller companies in Kenya?

iii. What is the influence of order cycle time on organizational performance of reseller companies in Kenya?

iv. In what ways does product availability affect organizational performance of reseller companies in Kenya?

Justification of the Study:

The findings of this study will benefit not only the Copy Cat Limited but also any other reseller company, shareholders, customers, researchers and academicians. This study will be able to provide insight on how the supply chain influences customer satisfaction hence appropriate and informed action can be taken. As firms attempt to maximize shareholder value, the findings of this research will be able to point out how the supply chain is performing hence the right adjustments can be made to realize revenue growth and reduce on operating costs.

This study will assist researchers in the area of supply chain metrics as it will serve as a point of reference for researchers as they conduct further studies in this and other related topics. The findings will contribute to advancing supply chain metrics literature and a better understanding of supply chain metrics and its influence on organizational performance. In addition, this study will provide avenues for exploration for future studies in the role of supply chain metrics on organizational performance of reseller companies in Kenya.

Procurement practitioners will benefit from this study in that they will be able to have more insight on how supply chain metrics influence organizational performance of their organization. Following which with reference to this study, they will be able to identify supply chain metrics that best suit their organization. This study will add onto procurement practitioners' knowledge on supply chain metrics; on-time delivery, product flexibility, order cycle time and product availability.

The findings of this study will provide invaluable information to the top management on how supply chain metrics influence the organizational performance of the organization hence make informed decisions. The top management as well as the Copy Cat employees will better understand what supply chain entails and the supply chain metrics. A need to evaluate policies and practices within the organization could arise out of the findings of this study.

2. LITERATURE REVIEW

Theoretical Review:

This is a summary of theories relating to the independent variables of the study presenting a systematic review of previously tested knowledge of the identified variables. As such, theories provide researchers deeper understanding and basis for studying natural phenomenon and demonstrates that the relationships proposed are not based on guesses but are formed from facts obtained from previous research works.

Theory of Constraints:

Developed by Dr. Eliyahu M. Goldratt in the mid-1980s, the theory of constraints (TOC) assumes that every system must have at least one constraint. A constraint therefore, is anything that limits a system from achieving higher performance versus its goal (Goldratt, 1988). The theory of constraints views organizations as systems consisting of resources, which are linked by the processes they perform. TOC encompasses a systematic approach to organizational problem solving in the form of "5 focusing steps," first providing a means of identifying the constraining factors preventing a company from achieving its goal through to "breaking" the constraints and repeating the process of improvement (Davies, 2008).

Considering the theory of constraints philosophy, improvements in performance can only be achieved by focusing on system constraints. The existence of constraints represents opportunities for improvement. The TOC philosophy could be applied to every day operations decisions as well as to continuous improvement effort (Davies, 2008). A study done by Sridharan, (2004), attempts to apply TOC to supply chain collaboration in order to assist the chain members to realize the benefits of collaboration.

TOC emphasizes the cross-functional and interdependent nature of organizational processes by viewing an organization as a chain of interdependent functions, processes, departments or resources where a variety of inputs are transformed into a variety of products and services which when sold become throughput (Gupta & Boyd, 2008). This theory supports product availability and order cycle time as it views the full potential of a firm's operations are limited by constraints in the system.

Resource Based View of the Firm:

The Resource Based View of the firm (RBV) was recently developed in the strategic management field as a new framework in which to study the competitive advantage of a firm. According to resource-based theorists, bundles of resources, rather than the product market combinations chosen for their deployment, lie at the heart of a firm's

competitive advantages. This approach requires that the firm be seen not through its activities in the product market but as a unique bundle of resources that are complex, intangible and dynamic (Katiuska Cabrera-Suárez, Petra De Saá-Pérez & Almeida.2001)

The resource based theory speculates that unique bundle of resources owned by firms is expected to explain the variation in firm performances (Barney, 1991).The Resource Based View of the firm argues that firms should focus on resources owned and available to the firm as a component of competitive strategy rather than external sources of competitive advantage. The RBV theory prioritizes resources as one that plays a major role in enabling a firm to achieve greater organizational performance. Competitive advantages that are sustained over time lead to higher performance (Peteraf, 1993).

There are two critical assumptions to the resource based theory. The first assumption is that resources possessed by organizations differ from one company to the other. It assumes that if organizations had the same mix and amount of resources then it wouldn't be possible to employ different competitive strategies in order to gain competitive advantage over each other. Therefore, resource based theory assumes that firms achieve competitive advantage by using their different bundles of resources (Martin, 2007).

Resource based theory's second assumption is that resources are immobile. It assumes that resources do not move from company to company, at least in the short run. Due to the immobility nature of intangible resources such as brand reputation, intellectual property, trademarks among others, companies cannot implement same competitive strategies as rivals' by simply duplicating rivals' resources. Intangible resources remain within the company and are the main source of sustainable competitive advantage (Martin, 2007).Unlike tangible resources such as machinery and equipment, buildings among others, that can easily be bought in the market and acquired by rivals hence confer little advantage to the companies in the long run. This theory supports on-time delivery as it emphasizes that a firm achieves competitive advantage by using their different bundles of resources.

Knowledge Based View of the Firm:

Knowledge is modeled as an unambiguous, reducible and easily transferable construct, while knowing is associated with processing information. Bierly and Chakrabarti (1996) believe that competitive advantages could be generated on the basis of the knowledge possessed by a firm and the ability to develop it. Transferring knowledge internally sets the basis for innovating and improving efficiency, thus realizing the potential value of that knowledge (Davenport & Prusak, 1998).

Firms must compete in a complex and challenging context that is being transformed by many factors, from globalization, technological development and increasingly rapid diffusion of new technology, to the development and use of knowledge (Hitt, Keats & DeMarie, 1998). The theory explains the rationale for the firm, the delineation of its boundaries, the nature of organizational capability, the distribution of decision-making authority and the determinants of strategic alliances. The Knowledge Based View (KBV) of the firm is an extension of the Resource Based View (RBV) of the firm because it considers that organizations are heterogeneous entities loaded with knowledge (Hoskisson, Hitt, Wan & Yiu, 1999).

The KBV of the firm provides a conceptual lens for a variety of disciplines including human resources, organizational behaviour, management information systems and innovation (Bontis, 2001). Knowledge resources are particularly important to ensure that competitive advantages are sustainable, as these resources are difficult to imitate and are the foundation for sustainable differentiation (Wiklund & Shepherd, 2003). An important KBV proposition states that the organization exists to create, transfer and transform knowledge into competitive advantage (Kogut & Zander, 1992)

Organizational knowledge presents a tremendous wealth creating potential. Contrary to traditional and finite production factors, knowledge can generate increasing returns, through its systematic use (Kim & Mauborgne, 1999). It is such a splendid substance, contrary to other resources, its utilization under different forms increases instead of decreasing its value (Adler, 2002; Spender, 2002). The relationship between organizational knowledge and the firm's competitive advantage is influenced by its capacity to integrate and apply knowledge (Matusik & Hill, 1998). This theory supports product flexibility by viewing knowledge as a factor that has an influence on new product development.

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Conceptual Framework:

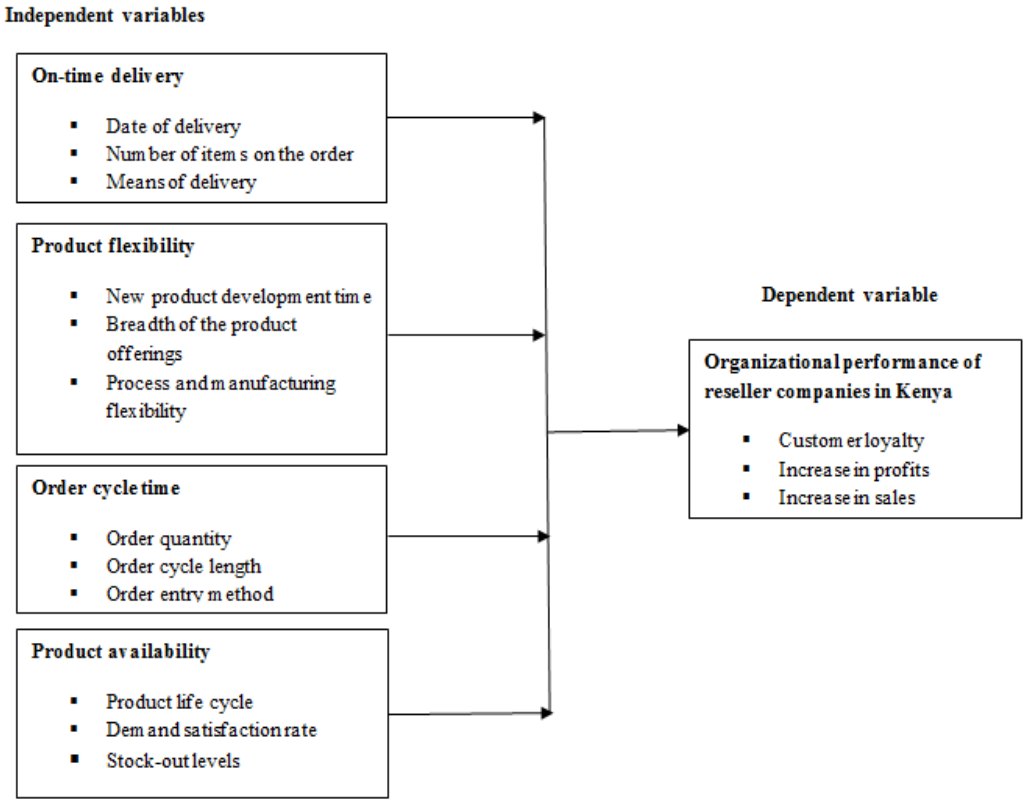

Figure 1: Conceptual Framework

On-time Delivery:

On-time delivery is the extent to which the lead time and as a consequence the delivery date and the delivered quantity corresponds to what has been confirmed (Forslund & Jonsson, 2007; Kallio, Saarinen, Tinnila¨ & Vepsa¨la¨inen, 2000). Studies have shown that the top four areas companies strive for in terms of supply chain performance are; increased customer service levels, reduced total supply chain costs, reduced order cycle times and reduced inventory costs (Harrison & New, 2002). Customer service affects customer satisfaction and ultimately how successful a company is at its marketplace (Grant *et al*., 2006).

On-time delivery has emerged as a vital metric for evaluating companies' performances (Fawcett & Cooper, 1998). On-time delivery, together with the aspects of delivery time, delivery flexibility and delivery stability are all aspects of lead time (Mattsson, 2004). Another important aspect of delivery performance is on-time delivery. On-time delivery reflects whether perfect delivery has taken place or otherwise and is also a measure of customer service level. A similar concept, on time order fill, was used by Christopher (1992), describing it as a combination of delivery reliability and order completeness.

Time-based performance may be defined quite simply as "fast response time" (Stalk & Hout, 1990). In it most general form, it refers to getting things done quicker and is most readily observed in speedier cycles, including those related to the order cycle, production time and new product design and product upgrades. Leading companies seek to introduce products quickly and to respond to customer orders in minimum time. An empirical study by Stalk and Hout (1990) claims that the benefits of the time based strategy are expanded market share, higher prices and reduced costs.

B2B e-commerce facilitates collaborative planning by creating accessible virtual inventory stores for relevant members in the supply chain. This contributes to more efficient shipment planning and faster order processing. Processes are streamlined when e-commerce is implemented (Croom, 2000) and thus literally removes time from various elements of the order cycle. Crum *et al.* (1998) also found adopting e-commerce tools, such as electronic data interchange, increases operational benefits including greater accuracy and quicker response.

Product Flexibility:

Flexibility represents the ability of the supply chain in adapting to changes (Forme *et al*., 2007; Angerhofer & Angelides, 2006; Barratt & Oliveira, 2001).Two schools have emerged in the last three decades that address the impact of flexibility on performance: those proposing a direct link vs. those supporting a moderate (or contingency) link (Vokurka & O'Leary-Kelly, 2000). The direct link school suggests that increased flexibility will lead to improved firm performance. On the other hand, the contingency-based school suggests that the performance flexibility link is situational.

Simply increasing flexibility will not necessarily increase firm performance; this will depend on the degree to which flexibility complements the firm's strategy (Vokurka & O'Leary-Kelly, 2000). Only cross-functional and cross-company efforts to increase flexibility and eliminate uncertainties can create the level of performance needed to create competitive advantage (Blackburn, 1991).

Products evolve as a result of various factors such as changing customer needs, improved manufacturing methods, new technologies, legal and regulatory policy changes. Based on interviews with managers in manufacturing firms, Gerwin (1982) defines two types of flexibilities related to product flexibility: part flexibility (the addition or removal of new components to a system) and design-change flexibility (design changes to a particular component in a system).

Brown, Dubois, Rathmill, Sethi & Stecke (1984), explains product flexibility as the ability to change in producing a new product or set of products very economically and quickly. They measure product flexibility, as the time required to switch from one part mix to another, not necessarily of the same part types. Moreover, they explain that this flexibility can be achieved by having: an efficient and automated production planning and control system and machine flexibility, where machine flexibility is the ease of making the changes (on the machine) required to produce a given set of parts types.

Contemporary products need to evolve to accommodate competitive market pressures, rapid technological change and transient and multi-dimensional customer requirements. Product flexibility is defined as the adaptability of a system in response to these factors. As diversity and uncertainty in the environment increases, companies are responding by adding flexibility as a dimension to their operation strategies. Flexibility may be defined as the ability to change or react with little penalty in time, effort, cost or performance (Upton, 1994).

Order Cycle Time:

According to Bower and Hout (1988) and Christopher (1992), order cycle time is an important measure for reduction in response time of supply chain and also a source of competitive advantage. A reduction in the order cycle time leads to a reduction in the supply chain response time. The way the orders are generated and scheduled determines the performance of downstream activities and inventory levels. Hence, the first step in assessing performance is to analyze the way the order-related activities are carried out (Tirtiroglu, 2001). Variations in activity completion times due to bottlenecks, inefficient processes and fluctuations in the volume of orders handled may lead to a substantial reduction in delivery reliability and customer service level (Tirtiroglu, 2001).

Organizational Performance of Reseller Companies:

The purpose of measuring organizational performance according to Gunasekaran and Kobu (2007) is to identify success; identify whether customer needs are met; help the organization to understand its processes and to confirm what they know or reveal what they do not know; identify where problems, bottlenecks, waste, etc. exist and where improvements are necessary; ensure decisions are based on facts and not on supposition, emotion, faith or intuition and show if planned improvements actually happened. Consumers are getting more demanding and more price-conscious nowadays and this force the retailers to have a more responsive supply chain at the same time as keeping the costs as low as possible (Supplychaindigital.com, 2013). Therefore, the logistics performance is getting increasingly important for a retail company that wants to be successful by responding to the consumers' demands (Fernie & Sparks, 2014).

3. RESEARCH METHODOLOGY

Research Design:

According to Welman and Kruger (2001), a research design is the strategy or plan which is used to acquire participants or subjects and how to collect what type of data from them, in order to arrive at conclusions about the initial research

question. This study adopted a descriptive research design because it is an excellent way of finalizing results and proving or disproving a hypothesis. Descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual or of a group (Kothari, 2004).

Target Population:

Polit and Hungler (1999) refer to population as an aggregate or totality of all the objects, subjects or members that conform to a set of specifications. Population is the entire group of individuals or items under considerations in any field of inquiry and have a common attribute (Yin, 2013). The target population of the study was the 80 employees of the Copy Cat Limited, Kenya based at the headquarters in Westlands and who were drawn from the different divisions of the organization. This is illustrated below in Table 1:

Table 1: Target Population

DIVISION	POPULATION	PERCENTAGE
Office Automation	25	31.25%
Support	20	25%
Information Technology	35	43.75%
Total	**80**	**100%**

Sample Size and Sampling Technique:

A complete enumeration of all items in the population is known as a census inquiry. It can be presumed that in such an inquiry, when all items are covered, no element of chance is left and highest accuracy is obtained. It needs to be emphasized that when the universe is a small one, it is no use resorting to a sample survey (Kothari, 2004). Therefore, considering that the target population of this study was of less than 200 items, a census was the most appropriate.

Data Collection Instruments:

Questionnaires were used to collect primary data from respondents and were designed to address the research objectives of the study. According to Kothari (2004), a questionnaire consists of a number of questions printed or typed in a definite order on a form or set of forms. This will allow the respondents to extensively respond to the topic under study. The questionnaires were divided into three sections; section A dealt with the demographic information of the respondent; section B, supply chain metrics adopted by reseller companies and section C, organizational performance of reseller companies.

Data Collection Procedure:

Questionnaires were administered to the respondents chosen for the study using the drop and pick method of questionnaire administration. The questionnaires were picked after three days to give respondents adequate time to respond to the questions. Questionnaires for the study relied on the university introductory letter to make respondents aware that the data collected is only for academic use.

Data Analysis and Presentation:

After gathering data from the questionnaires issued, they were checked adequately for reliability and clarification. The data was analyzed using quantitative techniques, whereby the findings were presented in the form of frequency distribution tables and bar graphs while qualitative techniques were incorporated in the study to facilitate description and explanation of the study findings. The data collected was entered into a computer and analyzed using Statistical Package for Social Sciences (SPSS Version 22). The software package helped analyze the data into percentages, mean and standard deviations.

Correlation coefficient was used to show the relationship that exists between the supply chain metrics and organizational performance of reseller companies. Multiple regression analysis was conducted to give the ANOVA table, model summary and βeta coefficients results which were used to make interpretations and discussions of the study and upon which conclusions were drawn. Descriptive statistics were presented by means of tables and other graphical presentations as appropriate for ease of understanding. Inferential statistics was on the other hand presented by use of tables.

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The multiple regression equation was applied as below:

$Y= \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_{3+}\beta_4X_{4+}\varepsilon$

Y= Dependent variable (organizational performance); α= Constant (the intercept of the model), β= Coefficient of the X variables (independent variables); X_1= product availability; X_2= on-time delivery; X_3= order cycle time; X_4= product flexibility; ε = the error term.

4. DATA FINDINGS, ANALYSIS AND DISCUSSION

Response Rate:

As presented in table 2, a response rate of 76.25% was established with 61 respondents reached out of the 80 targeted respondents. According to Mugenda and Mugenda (2008), a response rate of 50% is adequate for analysis and reporting, a rate of 60% is good and a response rate of 70% and above is excellent. This high response rate was attributed by the fact that the researcher recruited two research assistants to personally administer the questionnaires using the drop and pick method and ensure they were filled by the respondents.

Table 2: Response Rate

QUESTIONNAIRES	FREQUENCY	PERCENTAGE
Returned	61	76.25%
Unreturned	19	23.75%
Distributed	**80**	**100%**

Demographic Information:

Demographic information provides data regarding research respondents and is necessary for the determination of whether the individuals in a particular study are a representative sample of the target population and testing appropriateness of the respondent in answering the questions for generalization purposes (Kothari, 2004). This section captures the respondents' age, managerial level, length of service, highest level of education as well as area of specialization, described and presented in figures and tables.

Respondents' Age:

The study deemed age an important demographic characteristic with a view to establish any pertinent trends in the variables under study as well as a relative indicator of the respondents' length of service. Age was also considered to provide an overview of the age distribution in the organization. Figure 2 presents the findings. Results as illustrated in the figure reveal that majority of the respondents fall below 30 years age category. This is followed by those of age between 30 and 39 years as indicated by 17 of the respondents. 15 respondents fall between 40 and 49 years of age whereas 10 respondents are of ages above 50 years. It can be deduced that the employees of the Copy Cat Limited, Kenya are majorly youthful to middle age distributed between ages 30 and 39 years old and below 30 years of age. A rich diversity in experience was thus established.

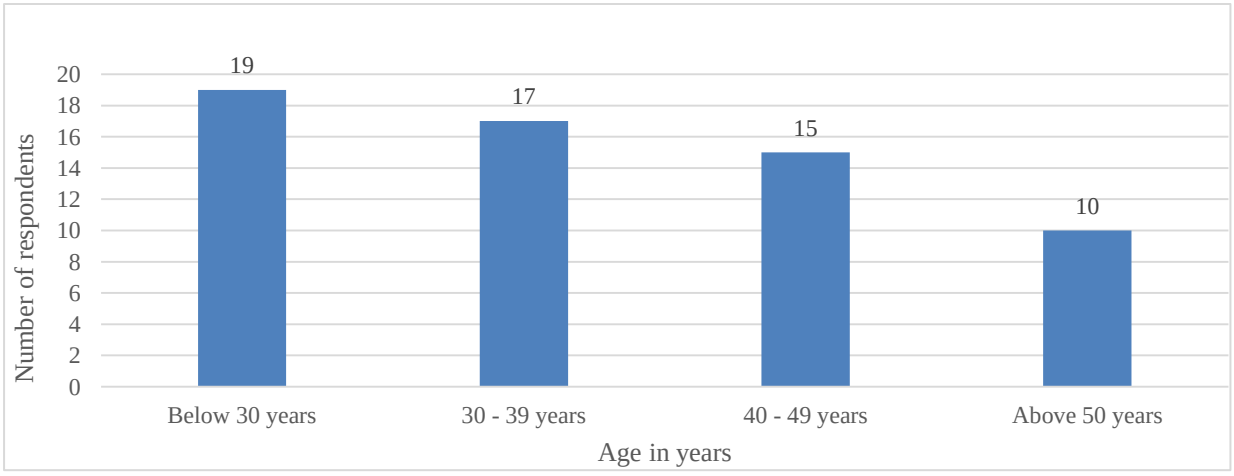

Figure 2: Respondents' Age

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Length of Service:

To ascertain that responses were informed by the diverse experience owing to respondents' respective length of service, the study found it appropriate to establish the length of service of the respondents, in years, serving at their organization. Figure 3 presents the findings. The study found that a majority of respondents, have worked for the organization for less than 5 years. This was followed by those having worked for between 5 and 10 years, as indicated by 19 of the respondents. 11 out of the 61 respondents have worked for the Copy Cat Limited, Kenya for years between 11 and 15 whereas 9 respondents have worked in the study area for above 15 years. The results present a rather fair distribution across the years representing the length of service. With a majority of respondents having worked for at least 5 years, respondents can be deemed as informed by adequate experience in the study area.

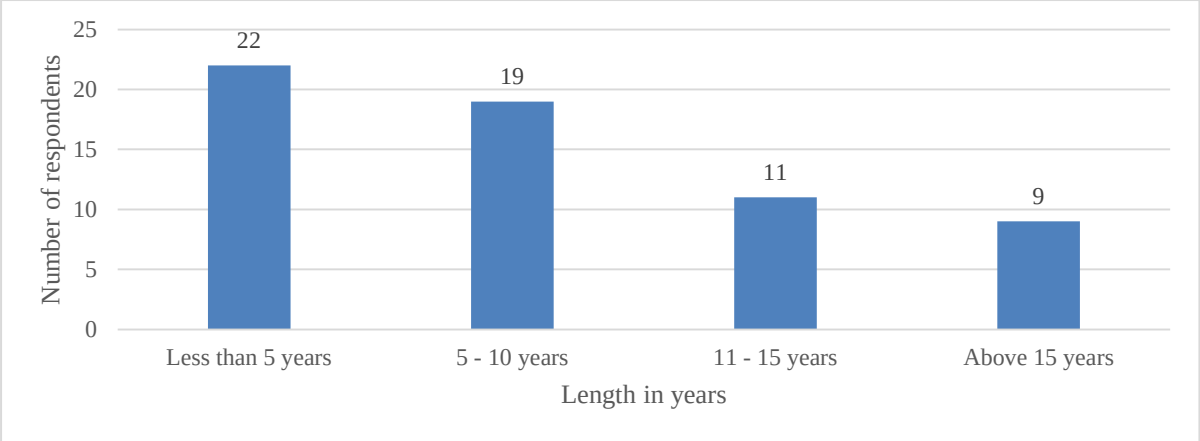

Figure 3: Length of Service

Job Position Levels:

Respondents were asked to indicate their job position levels in order to further ascertain representation and diversity thereof in perspectives. Figure 4 presents the findings. The analysis revealed that a majority, 40 out of the 61 respondents held non-managerial job positions whereas 21 respondents held managerial positions. This indicates the diverse perspectives as informed by tasks and duties characteristic of the respective job position levels. Both categories were deemed adequate for analysis as regards the response rates and representative of employees across the job position levels. It can be deduced therefore, that the study reached respondents across the various job position levels in the study area, hence diverse perspectives in responses as informed by activities in the respective departments.

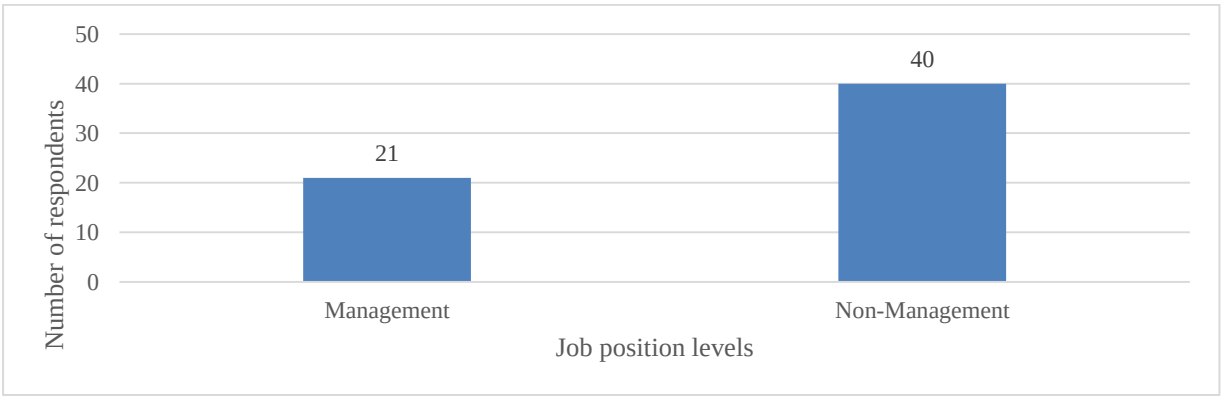

Figure 4: Job Position Levels

Highest Level of Education Attained:

By respondents indicating their highest level of education serves to show the academic qualification among the respondents in their respective positions and a general overview of education levels among the respondents in their respective area of specialization. Figure 5 below shows the findings. From the findings, a majority, 28 of the respondents

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indicated having attained an undergraduate degree level, followed by 21 respondents having attained a postgraduate degree level while only 12 having a diploma level. Overall, the study area can be said to comprise staff from relatively high levels of education and thus could comprehend the survey questions and give reliable responses. The findings indicate that the respondents have the capacity, skills and expertise to apply in day to day running of activities in the study area.

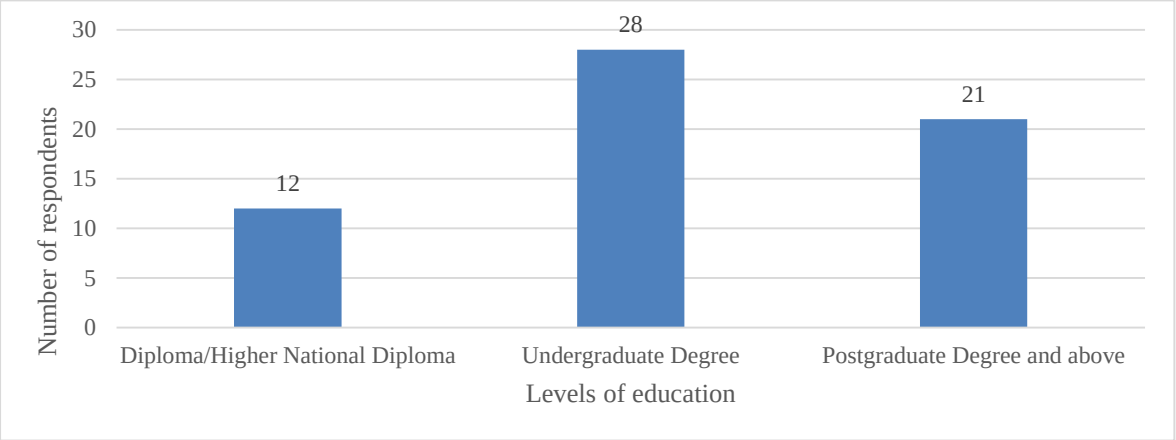

Figure 5: Levels of Education

Area of Specialization:

The study further found it necessary to establish respondents' different areas of specialization in order to ascertain diversity in perspectives. Figure 6 presents the findings. Results as shown in the figure below reveal that 9 and 8 of the respondents have specialized in Networking and Information Technology respectively. Marketing, Human resource and Administration each have 2 respondents having specialized in the area of specialization. 3 respondents have specialized in Sales management, similar to Finance. Out of the 61 respondents; 4, 7 and 6 respondents have specialized in Stores, Customer service and Technical areas of specialization respectively. Procurement, Project management and Innovation each have 5 respondents specialized in the area of specialization. It can be presumed therefore, that the study reached respondents across the various areas of specialization in the study area hence diverse perspectives in responses.

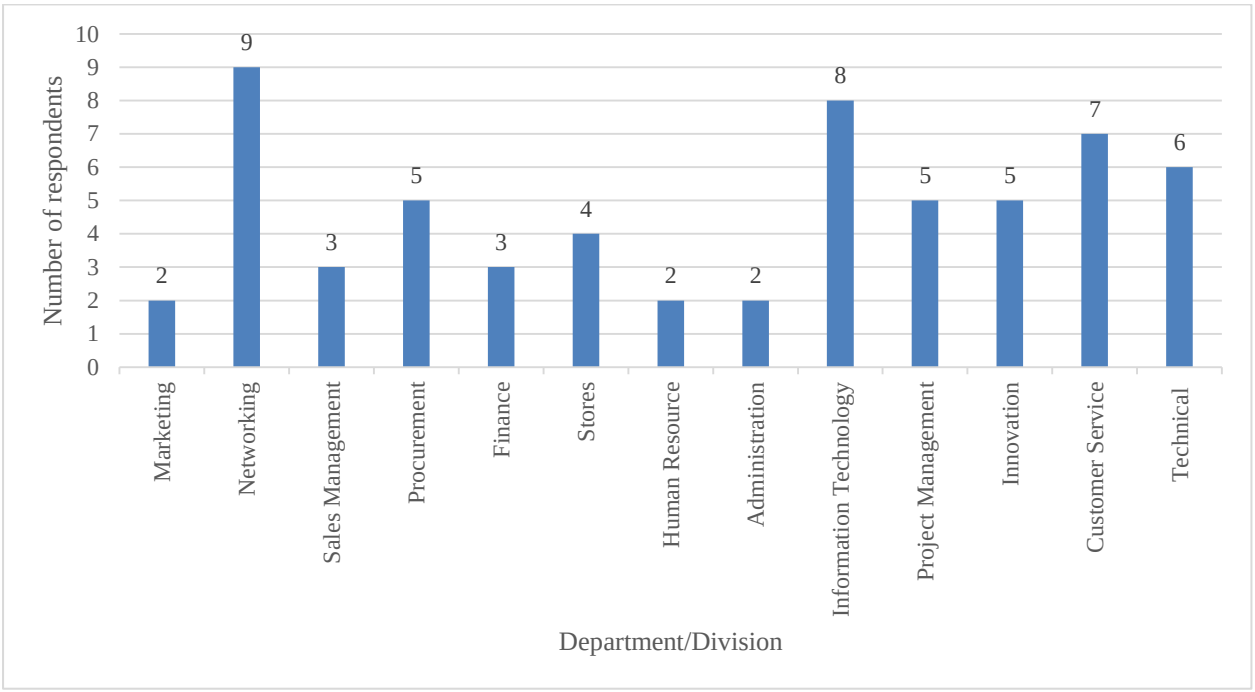

Figure 6: Areas of Specialization

Descriptive Statistics:

The study set out to analyze the influence of supply chain metrics on organizational performance of reseller companies in Kenya. Four variables were conceptualized as components of supply chain metrics influencing organizational performance of reseller companies. These include: on-time delivery, product flexibility, order cycle time and product availability.

On-time Delivery:

The study sought to find out how on-time delivery affects organizational performance of the Copy Cat Limited, Kenya. Respondents were asked to indicate the extent to which they agreed with various statements relating to on-time delivery and its influence on organizational performance of the Copy Cat Limited. Responses were given on a five point scale where: 1= Strongly Disagree; 2= Disagree; 3= Neutral; 4= Agree; 5= Strongly Agree.

The scores of 'strongly disagree' and 'disagree' were taken to represent statements not agreed upon and were equated to a mean score of between 0 and 2.5 ($0 \leq \mu \leq 2.5$). The score of 'neutral' was taken to represent statements agreed upon moderately, equated to a mean score of between 2.6 and 3.5 ($2.6 \leq \mu \leq 3.5$). The scores of 'strongly agree' and 'agree' were taken to represent statements agreed upon and were equated to a mean score of between 3.6 and 5.0 ($3.6 \leq \mu \leq 5.0$).

Table 3 presents the findings. With a composite mean of 3.8343, a majority of respondents can be said to have highly agreed with most statements posed as regards influence of on-time delivery on organizational performance at the Copy Cat Limited, Kenya. Majority particularly agreed that the means of delivery used has an influence on the timeliness of order delivery (3.918); Delivery performance is the driver of customer loyalty (4.148); Delayed deliveries result to reduced profits (3.738); Items delivered before date of delivery will result to improved customer loyalty (4.033); Delayed deliveries result to reduced sales (3.934); Product distribution channels affect the timeliness of order delivery (4.393).

It can be deduced from the findings that on-time delivery is highly prioritized in the study area. This is observed in various key aspects in the company's operations including overall firm strategy, service delivery and dispatch of goods among others. This is drawn from the high agreement levels by a majority of respondents that the means of delivery used has an influence on the timeliness of order delivery; delivery performance is the driver of customer loyalty, increased profits and increased sales.

Table 3: On-time Delivery

Statements on on-time delivery	Mean	Standard deviation
Items delivered before date of delivery will result to increased sales	3.361	4.118
The number of items in an order will influence the accuracy of goods dispatched to a customer	3.443	5.528
The means of delivery used has an influence on the timeliness of order delivery	3.918	8.931
A demand not met in a timely fashion will result in obsolete inventories	3.541	5.706
Delivery performance is the driver of customer loyalty	4.148	10.628
Delayed deliveries result to reduced profits	3.738	6.969
Items delivered before date of delivery will result to improved customer loyalty	4.033	9.453
Delayed deliveries result to reduced sales	3.934	9.724
Product distribution channels affect the timeliness of order delivery	4.393	13.819
Composite mean	**3.8343**	

Product Flexibility:

The study sought to analyze how product flexibility affects organizational performance of the Copy Cat Limited, Kenya. Respondents were asked to indicate the extent to which they agreed with various statements relating to product flexibility and its influence on organizational performance of the Copy Cat Limited. Responses were given on a five point scale where: 1= Strongly Disagree; 2= Disagree; 3= Neutral; 4= Agree; 5= Strongly Agree.

The scores of 'strongly disagree' and 'disagree' were taken to represent statements not agreed upon and were equated to a mean score of between 0 and 2.5 ($0 \leq \mu \leq 2.5$). The score of 'neutral' was taken to represent statements agreed upon moderately, equated to a mean score of between 2.6 and 3.5 ($2.6 \leq \mu \leq 3.5$). The scores of 'strongly agree' and 'agree' were taken to represent statements agreed upon and were equated to a mean score of between 3.6 and 5.0 ($3.6 \leq \mu \leq 5.0$).

Table 4 presents the findings. With a composite mean of 3.8064, a majority of respondents can be said to have highly agreed with most statements posed as regards influence of product flexibility on organizational performance at the Copy Cat Limited, Kenya. Majority particularly agreed that a product with various functionalities will result to customer loyalty (3.836); Is process and manufacturing flexibility important to firm performance (4.213) ; Flexibility as a dimension to operation strategies impacts firm profitability (4.393); Increased product flexibility will lead to increased sales (4.180); Increased product flexibility will lead to improved customer loyalty (3.984); A product with various functionalities will result to increased sales (3.705); A product with various functionalities will lead to increased profits to an organization (4.098); New product development time impacts the profits of a firm (3.803).

It can be deduced from the findings that a majority of the respondents agree with most of the statements on the influence of product flexibility on organizational performance. The study area has initiated a medium for creativity and innovation amongst employees and non-employees with a view to improve on its product flexibility.

Table 4: Product Flexibility

Statements on product flexibility	Mean	Standard deviation
New product development time impacts the sale of a firm's products	2.967	4.833
A product with various functionalities will result to customer loyalty	3.836	9.196
Is process and manufacturing flexibility important to firm performance	4.213	11.179
Flexibility as a dimension to operation strategies impacts firm profitability	4.393	13.393
Increased product flexibility will lead to increased sales	4.180	12.368
Increased product flexibility will result to increased profits	2.885	3.655
Increased product flexibility will lead to improved customer loyalty	3.984	10.438
A product with various functionalities will result to increased sales	3.705	6.997
A product with various functionalities will lead to increased profits to an organization	4.098	9.948
New product development time impacts the profits of a firm	3.803	7.194
Composite mean	**3.8064**	

Order Cycle Time:

The study sought to evaluate the effect of order cycle time on organizational performance of the Copy Cat Limited, Kenya. Respondents were asked to indicate the extent to which they agreed with various statements relating to order cycle time and its influence on organizational performance of the Copy Cat Limited. Responses were given on a five point scale where: 1= Strongly Disagree; 2= Disagree; 3= Neutral; 4= Agree; 5= Strongly Agree.

The scores of 'strongly disagree' and 'disagree' were taken to represent statements not agreed upon and were equated to a mean score of between 0 and 2.5 ($0 \leq \mu \leq 2.5$). The score of 'neutral' was taken to represent statements agreed upon moderately, equated to a mean score of between 2.6 and 3.5 ($2.6 \leq \mu \leq 3.5$). The scores of 'strongly agree' and 'agree' were taken to represent statements agreed upon and were equated to a mean score of between 3.6 and 5.0 ($3.6 \leq \mu \leq 5.0$).

Table 5 presents the findings. With a composite mean of 3.631, a majority of respondents can be said to have highly agreed with most statements posed as regards influence of order cycle time on organizational performance at the Copy Cat Limited, Kenya. Majority particularly agreed that the order entry method determines duration of an order cycle (4.082); Shortened order cycle time improves a firm's profitability (3.721); Shortened order cycle time results to increased sales (3.836); Process flow in an organization affects order cycle time (4.246); The accuracy of the order entry method determines the duration of the order cycle (4.066); Order filling process has an effect on the order cycle time (3.934).

It can be deduced from the findings that order cycle time is highly prioritized in the study area. This is observed in various key aspects in the company's operations including overall firm strategy, the order entry method put in place among others. This is drawn from the high agreement levels by a majority of respondents that shortened order cycle time results to increased sales and improved firm profitability.

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Table 5: Order Cycle Time

Statements on order cycle time	Mean	Standard deviation
The order quantity determines the length of an order cycle	2.246	6.882
The order entry method determines duration of an order cycle	4.082	9.908
Shortened order cycle time improves a firm's profitability	3.721	7.194
Shortened order cycle time results to increased sales	3.836	7.547
A reduction in the supply chain response time leads to a reduced order cycle time	3.525	5.192
Involving customers in the order cycle length improves on customer loyalty	3.295	5.455
Process flow in an organization affects order cycle time	4.246	11.285
Shortened order cycle time leads to increased profits	3.361	3.655
The accuracy of the order entry method determines the duration of the order cycle	4.066	9.988
Order filling process has an effect on the order cycle time	3.934	9.579
Composite mean	**3.631**	

Product Availability:

The study sought to find out how product availability affects organizational performance of the Copy Cat Limited, Kenya. Respondents were asked to indicate the extent to which they agreed with various statements relating to product availability and its influence on organizational performance of the Copy Cat Limited. Responses were given on a five point scale where: 1= Strongly Disagree; 2= Disagree; 3= Neutral; 4= Agree; 5= Strongly Agree.

The scores of 'strongly disagree' and 'disagree' were taken to represent statements not agreed upon and were equated to a mean score of between 0 and 2.5 ($0 \leq \mu \leq 2.5$). The score of 'neutral' was taken to represent statements agreed upon moderately, equated to a mean score of between 2.6 and 3.5 ($2.6 \leq \mu \leq 3.5$). The scores of 'strongly agree' and 'agree' were taken to represent statements agreed upon and were equated to a mean score of between 3.6 and 5.0 ($3.6 \leq \mu \leq 5.0$).

Table 6 presents the findings. With a composite mean of 3. 8065, a majority of respondents can be said to have highly agreed with most statements posed as regards influence of product availability on organizational performance at the Copy Cat Limited, Kenya. Majority particularly agreed that products available helps estimate sales (3.705); Failure to account for product availability results to stock-outs (4.213); Biased estimates of inventory levels are as a result of failure to account for product availability (3.770); Poor inventory planning affects a firm's profitability (4.279); Products unavailable to a firm influence customer loyalty (4.164); Inventory's ability to meet demand has an influence on customer loyalty (4.557); A product's life cycle stage determines its availability for sales (3.934); Poor inventory planning affects a firm's sales (4.131).

It can be noted from the findings that product availability is considerably key in the organizational performance of the study area. This is observed in the way the procurement team operates by continuously being in communication with the company's sales coordinators, the stores team and the organization's suppliers. This has helped ensure products are constantly available to the firm for current and future sales.

Table 6: Product Availability

Statements on product availability	Mean	Standard deviation
The intention to purchase a product is influenced by its availability	1.951	10.167
Products available helps estimate sales	3.705	6.997
Failure to account for product availability results to stock-outs	4.213	12.828
Biased estimates of inventory levels are as a result of failure to account for product availability	3.770	7.026
Poor inventory planning affects a firm's profitability	4.279	12.512
Products unavailable to a firm influence customer loyalty	4.164	10.265
Inventory's ability to meet demand has an influence on customer loyalty	4.557	14.878
Inventory's ability to meet demand has an effect on sales	3.361	3.250
A product's life cycle stage determines its availability for sales	3.934	8.518
Poor inventory planning affects a firm's sales	4.131	10.609
Composite mean	**3.8065**	

Organizational Performance of Reseller Companies:

Respondents were asked to indicate the extent to which they agreed with various statements relating to the organizational performance. Responses were given on a five point scale where: 1= Strongly Disagree; 2= Disagree; 3= Neutral; 4= Agree; 5= Strongly Agree. The scores of 'strongly disagree' and 'disagree' were taken to represent statements not agreed upon and were equated to a mean score of between 0 and 2.5 ($0 \leq \mu \leq 2.5$). The score of 'neutral' was taken to represent statements agreed upon moderately, equated to a mean score of between 2.6 and 3.5 ($2.6 \leq \mu \leq 3.5$). The scores of 'strongly agree' and 'agree' were taken to represent statements agreed upon and were equated to a mean score of between 3.6 and 5.0 ($3.6 \leq \mu \leq 5.0$).

Table 7 presents the findings. With a composite mean of 3. 8984, a majority of respondents can be said to have highly agreed with most statements posed as regards organizational performance of reseller companies. Majority particularly highly agreed that retailers with a more responsive supply chain yield more sales (4.525) and suppliers impact the ability of a firm to achieve competitive advantage hence improved performance of retailer companies (4.393).

Table 7: Organizational Performance

Statements on organizational performance	Mean	Standard deviation
Retailers with a more responsive supply chain yield more sales	4.525	14.274
Keeping costs as low as possible yields more profits to a reseller company	3.148	3.429
The pricing of products affects performance of reseller companies	3.787	7.859
Performance of a supply chain is a determinant of the competitiveness of a firm	3.639	6.242
Suppliers impact the ability of a firm to achieve competitive advantage hence improved performance of retailer companies	4.393	13.393
Composite mean	**3.8984**	

Inferential Statistics:

Correlation Analysis:

The study further conducted inferential statistics entailing both the Pearson correlation analysis and regression analysis with an aim to determine both the nature and respective strengths of associations between the independent variables and the dependent variable. Karl Pearson's correlation coefficient was used to show the relationship that exists between the supply chain metrics and organizational performance of reseller companies, measure the strength and direction of a linear relationship between the research variables.

According to Karl Pearson, the developer of correlation coefficient, a correlation greater than 0.8 is generally described as strong, whereas a correlation less than 0.5 is generally described as weak. The quantity *r*, called the correlation coefficient, is such that $-1 \leq r \leq +1$. A positive correlation is indicated by *r* values closer to +1. An *r* value of exactly +1 indicates a perfect positive fit. A negative correlation is indicated by *r* values closer to -1. An *r* value of exactly -1 indicates a perfect negative fit. Where *r* is closer to 0, then there is no linear correlation or a weak linear correlation exists.

Table 8 below presents the Pearson correlations for the relationships between the supply chain metrics variables and organizational performance. The analysis of correlation results illustrates that between product availability and organizational performance there is a positive coefficient of 0.682, with p-value of 0.000. It indicates that the result is significant at α=5% and that if product availability increases it will have a positive impact on organizational performance. The correlation results between on-time delivery and organizational performance also indicates the same type of result where the correlation coefficient is 0.600 and p-value of 0.014 which is significant at α=5%.The results also show that there is a positive association between order cycle time and organizational performance where the correlation coefficient is 0.577 with a p-value of 0.030.

Further, the result shows that there is a positive association between product flexibility and organizational performance where the correlation coefficient is 0.507, with a p-value of 0.044. This therefore infers that product availability contributed most to organizational performance followed by on-time delivery, then order cycle time while product flexibility had the least influence on organizational performance.

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Table 8: Correlation Coefficients

		Organizational performance	Product availability	On-time delivery	Order cycle time	Product flexibility
Organizational performance	R	1.000				
	Sig.(2-tailed)	-				
	N					
Product availability	R	.682**	1.000			
	Sig.(2-tailed)	.000				
	N	78				
On-time delivery	R	.600**	.876	1.000		
	Sig.(2-tailed)	.014	.05			
	N	78	78			
Order cycle time	R	.577**	.142	.765	1.000	
	Sig.(2-tailed)	.030	.001	.023		
	N	78	78	78		
Product flexibility	R	.507**	.054	.065	.987	1.000
	Sig.(2-tailed)	.044	.000	.001	.086	
	N	78	78	78	78	

**Correlation is significant at the 0.05 level (2-tailed)

Regression Analysis:

The study adopted a multiple regression analysis so as to establish the relationship between the independent variables and dependent variable. The study used SPSS version 22 to code, enter and compute the measurements of the multiple regression analysis. According to the model summary table 9, the coefficient of determination (R^2) was used to measure how far the regression model's ability to explain the variation of the independent variables. R is the correlation coefficient which shows the relationship between the independent variables and dependent variable. It is notable that there exists strong positive relationship between the independent variables and dependent variable as shown by R value 0.787. The coefficient of determination should be between zero and one (Ghozali, 2006).

The data showed that the high R square is 0.619. It shows that the independent variables in the study were able to explain 61.9% variation in the organizational performance while the remaining 38.1% is explained by other factors. The standard error is minimal with a value of 0.06 meaning the model used in the study will have minimal effects of errors associated with it. The Durbin Watson test was used to detect the presence of autocorrelation between the variables tested and if the value is less than 3 there is no presence of autocorrelation in the regression model otherwise there is autocorrelation (Yin, 2013). As from table 9, Durbin Watson value is 1.986 which shows there was no autocorrelation.

Table 9: Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate	Durbin Watson
	.787	.619	.586	.060	1.876

Analysis of Variance:

F-test is done to test the effect of independent variables on the dependent variable simultaneously. According to Kuncoro (2001), F-statistic test basically shows whether all the independent variables included in the model jointly influence the dependent variable. Based on the study results of the ANOVA test or F-test in table 4.10, obtained F-count (calculated) value was 12.828 greater than the F-critical (table) value 10.765 with significance of 0.001. Since the significance level of

0.001< 0.05 we conclude that the set of independent variables affect the organizational performance (Y-dependent variable) and this shows that the overall model was significant.

Table 10: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	7.897	4	1.9743	12.828	.001
Residual	11.234	73	.1539		
Total	19.131	77			

NB: F-critical value= 10.765

ßeta Coefficients:

The study obtained regression coefficients from the multiple regression analysis, obtained t value and significance level as indicated in table 4.11. The study conducted a multiple regression analysis so as to determine the relationship between the dependent variable and independent variables. With the aid of model $Y= \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$ where; Y= Dependent variable (organizational performance); α= Constant (the intercept of the model), β= Coefficient of the X variables (independent variables); X_1= product availability; X_2= on-time delivery; X_3= order cycle time; X_4= product flexibility; ε = the error term. The results obtained from computing multiple regression analysis was; $Y=22.876 + 0.777X_1 + 0.711X_2 + 0.700X_3 + 0.532X_4 + 2.065$. This indicates that organizational performance = 22.876 + 0.777*product availability + 0.711*on-time delivery + 0.700*order cycle time + 0.532*product flexibility + 2.065.

From the study findings on the regression equation established, taking all factors into account (independent variables), constant at zero, organizational performance will be 22.876. The data findings analyzed also shows that taking all other independent variables at zero; a unit increase in product availability will lead to a 0.777 increase in organizational performance; a unit increase in on-time delivery will lead to a 0.711 increase in organizational performance; a unit increase in order cycle time will lead to a 0.700 increase in organizational performance and a unit increase in product flexibility will lead to a 0.532 increase in organizational performance. This infers that product availability contributed most to organizational performance.

Based at 5% level of significance, product availability was found to have a calculated t= 5.455 (greater than the tabulated value t= 1.98) and a significance level of 0.000 thus the value of less than 0.05; On-time delivery showed a calculated t= 4.266 (greater than the tabulated value t= 1.98) and a significance level of 0.001 thus the value of less than 0.05; Order cycle time was found to have a calculated t= 3.011 (greater than the tabulated value t= 1.98) and a significance level of 0.003 thus the value of less than 0.05, product flexibility was found to have a calculated t= 2.969 (greater than the tabulated value t= 1.98) and a significance level of 0.004 thus the value of less than 0.05 hence the most significant factor was product availability.

Table 11: Coefficient Results

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	**(Constant)**	22.876	2.065		7.309	.000
	X_1	.777	.585	.602	5.455	.000
	X_2	.711	.556	.655	4.266	.001
	X_3	.700	.487	.505	3.011	.003
	X_4	.532	.356	.609	2.969	.004

5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Summary of Findings:

The study provided two types of data analysis; descriptive and inferential. The descriptive analysis helped the study to describe the relevant aspects of the phenomenon under study. The frequencies, percentages, mean and standard deviations were determined. For the inferential analysis, the study used multivariate regression analysis techniques to establish the relationship between the independent and dependent variables.

The study sought to establish the influence of on-time delivery on organizational performance of reseller companies; a case of the Copy Cat Limited, Kenya. The majority of respondents can be said to have highly agreed with most statements posed as regards influence of on-time delivery on organizational performance at the Copy Cat Limited. The firm seeks to be first to identify new modes of service delivery. This is observed in various key aspects in the company's operations including overall firm strategy, service delivery and dispatch of goods among others. This is drawn from the high agreement levels by a majority of respondents that the means of delivery used has an influence on the timeliness of order delivery; delivery performance is the driver of customer loyalty, increased profits and increased sales.

The study sought to establish the influence of product flexibility on the organizational performance at the Copy Cat Limited, Kenya. The study established that majority of respondents can be said to have highly agreed with most statements posed as regards influence of product flexibility on organizational performance at the Copy Cat Limited, Kenya. It can be deduced from the findings that a majority of the respondents agree with most of the statements on the influence of product flexibility on organizational performance. The study area has initiated a medium for creativity and innovation amongst employees and non-employees with a view to improve on its product flexibility.

The study sought to establish the influence of order cycle time on the organizational performance at the Copy Cat Limited, Kenya. The study established that majority of respondents can be said to have highly agreed with most statements posed as regards influence of order cycle time on organizational performance at the Copy Cat Limited, Kenya. It can be deduced from the findings that order cycle time is highly prioritized in the study area. This is observed in various key aspects in the company's operations including overall firm strategy, the order entry method put in place among others. This is drawn from the high agreement levels by a majority of respondents that shortened order cycle time results to increased sales and improved firm profitability.

The study sought to determine the influence of product availability on the organizational performance at the Copy Cat Limited, Kenya. A majority of respondents can be said to have highly agreed with most statements posed as regards influence of product availability on organizational performance at the Copy Cat Limited, Kenya. It can be noted from the findings that product availability is considerably key in the organizational performance of the study area. This is observed in the way the procurement team operates by continuously being in communication with the company's sales coordinators, the stores team and the organization's suppliers. This has helped ensure products are constantly available to the firm for current and future sales.

Conclusions:

It can be deduced from the findings that organizational performance has considerably improved as influenced by among others supply chain metrics. Timely delivery have particularly improved in the study area pointing to the significance of supply chain metrics. It can also be deduced from the foregoing finding that on-time delivery is highly prioritized in the study area. This is observed in various key aspects in the company's operations including overall firm strategy, service delivery and dispatch of goods among others.

It can be deduced from the foregoing findings that product flexibility is adopted in the study area to a considerably great extent. Majority particularly agreed that a product with various functionalities will result to customer loyalty; Process and manufacturing flexibility is important to firm performance; Flexibility as a dimension to operation strategies impacts firm profitability; Increased product flexibility will lead to increased sales; Increased product flexibility will lead to improved customer loyalty; A product with various functionalities will result to increased sales; A product with various functionalities will lead to increased profits to an organization and lastly new product development time impacts the profits of a firm. It is particularly notable that in the study area, a medium for creativity and innovation amongst employees and non-employees has been initiated with a view to improve on its product flexibility.

It can be noted from the findings that order cycle time has improved greatly. Less time is spent from when an order is placed to when the ordered item is dispatched to a customer. This is observed in various key aspects in the company's operations including overall firm strategy, the order entry method put in place among others. This is drawn from the high agreement levels by a majority of respondents that shortened order cycle time results to increased sales and improved firm profitability.

It can further be deduced from the findings that product availability has an influence on organizational performance. This is particularly notable that in the study area, product availability is considerably key in the organizational performance. This is observed in the way the procurement team operates by continuously being in communication with the company's sales coordinators, the stores team and the organization's suppliers. This has helped ensure products are constantly available to the firm for current and future sales.

Recommendations:

In the light of the findings and conclusions, the following recommendations are hereby proposed with regards to on-time delivery. Efforts must be made to implement the supply chain metrics that are not being effectively practiced in the supply chain of the study area so as to help improve on the organizational performance. There should be a continuous review of strategies that have been implemented with regards to on-time delivery so as to identify loop holes and areas to improve on for there to be an increased organizational performance.

Following the findings and conclusions drawn, recommendations are hereby proposed with regards to product flexibility. There should be much more emphasize and focus on increasing the breadth of product offering. Product flexibility ought to be included in operation strategies so as to yield a positive impact on firm profitability. Efforts must be made in process and manufacturing flexibility as this contributes to product flexibility thus is important to firm performance.

In addition, recommendations relating to order cycle time are proposed as follows; there should be efforts to shorten order cycle lengths so as to reduce on order cycle time. Customers should be involved in the order cycle length so as to improve on customer loyalty. Lastly, the order filling process should be kept as minimal as possible as it has an effect on the order cycle time. Process flow in the organization should be shortened as it affects the order cycle time.

Finally, since product availability has an influence on organizational performance, there is need for the organization to ensure products are constantly made available to the demands of the customers. The organization should check on the accuracy of estimating inventory levels as it affects accountability of products available. Inventory planning should be given more attention as it affects a firm's sales.

Areas for further studies:

The study was limited to internal and external variables of supply chain metrics influencing organizational performance. Further research can be done on other methods to explore the other variables which could be influencing organizational performance in reseller companies. The study has established that the available literature has shown that there are few studies with regards to the research topic. The study has contributed to the body of knowledge by establishing that on-time delivery, product flexibility, order cycle time and product availability have an influence of organizational performance of reseller companies. The study findings has revealed the need for further studies in other areas and dimensions not tackled in the study.

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