

**THE IMPACT OF MATERIAL MANAGEMENT ON PERFORMANCE OF
TRADITIONAL GARMENTS FIRMS IN ZANZIBAR- A CASE STUDY
UPENDOWOMEN EMPOWERMENT LTD**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENT FOR THE DEGREE OF MASTER OF PROJECT
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CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by The Open University of Tanzania a dissertation entitled, “*The impact of material management on performance of traditional garments firms in Zanzibar a case study: Upendo women empowerment ltd Zanzibar*” in partial fulfillment of the requirements for the Award of Degree of Master of Project Management (MPM).

.....

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DEDICATION

This dissertation is dedicated to God Almighty.

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ABSTRACT

The study aimed at analyzing the impact of material management in performance of traditional garments (MMPTG) firms in Urban West Region Zanzibar. The study used both the primary and secondary source data. The primary data were collected through questionnaires and interviews. Respondents were randomly selected from different firms. Fifty (50) respondents were participated the study involve qualitative approach in data analysis. The study revealed that 60 percent have knowledge on how to manage material of tradition garments is a process for planning, executing and controlling field and office activities in production area. 50 percent revealed that challenges faced firms were: budget constraints, Insufficient and Competent human resources, the effectiveness of firms included: Achievement of correct data, cost effectiveness, buying in bulky under lower prices, solved the problem of excess. Challenges which faced by firm are manageable. The study recommended that firms should establish many methods for effectiveness of material and management should do deliberate efforts to solve challenges. The study recommends that firms should use software to enables adjustment of order quantity and delivery.

Key words: Tradition Garments, material management and effectiveness of firms.

TABLE OF CONTENTS

CERTIFICATION	i
COPYRIGHT	ii
DECLARATION.....	iii
DEDICATION.....	iv
ACKNOWLEDGEMENTS.....	v
ABSTRACT	vi
LIST OF TABLES	xii
LIST OF FIGURES	xiii
LIST OF ABBREVIATIONS	xiv
CHAPTER ONE: INTRODUCTION	1
1.1 Back ground to the Problem	1
1.2 Statement of the research problem.....	3
1.3 Objectives of the study	4
1.3.1 General objective.....	4
1.3.2 Specific objectives.....	4
1.4 Research questions.....	5
1.4.1 General research Question.....	5
1.4.2 Specific Research questions	5
1.5 Significance of the study.....	5
1.6 Scope of the study.....	6
1.7 Organization of the study.....	6

CHAPTER TWO: LITERATURE REVIEW	8
2.1 Introduction.....	8
2.2 Conceptual definitions	8
2.2.1 Tradition garments	8
2.2.2 Material Management.....	8
2.2.3 Material control and management.....	9
2.2.4 Material Movement	10
2.3 Theoretical literature review	10
2.3.1 Inventory control theory (IC) Theory	10
2.3.2 A system theory	11
2.4 Empirical literature review	12
2.4.1 Empirical literature review world wide.....	12
2.4.2 Empirical literature review in Africa.....	13
2.4.3 Empirical literature review in Tanzania	15
2.5 Research gap	18
2.6 Conceptual Framework.....	19
2.7 Theoretical framework.....	20
CHAPTER THREE: RESEARCH METHODOLOGY	22
3.1 Introduction.....	22
3.2 Research design	22
3.3 Area of the study	22
3.4 Population of the study	23
3.5 Sampling design and sample size	24
3.5.1 Sampling design	24

3.5.2	Sample size.....	24
3.6	Methods of data collection.....	25
3.6.1	Secondary data	25
3.6.2	Primary data	26
3.7	Data collection tools	26
3.7.1	Questionnaire.....	26
3.7.2	Interview.....	27
3.8	Reliability and Validity of data.....	27
3.8.1	Reliability of data	27
3.8.2	Validity of data.....	28
3.9	Data analysis	28
3.10	Ethical considerations	28
	CHAPTER FOUR:	29
	DATA PRESENTATION, ANALYSIS AND DISCUSSION.....	29
4.1	Introduction.....	29
4.2	Response Rate.....	29
4.3	Demographic factors.....	30
4.3.1	Respondents' Ages	30
4.3.2	Gender of Respondents	31
4.3.3	Respondents' Education level	32
4.3.4	Working Experience	32
4.3.5	The meaning of material management	33
4.3.6	Types of tradition garments used by the organization.....	33
4.3.7	Design made by the organization	34

4.3.8	To determine challenges faced organization in planning material on tradition garments for performance of organization	34
4.3.9	Methods used by UWEL to manage material.....	36
4.3.10	To examine the level of controlling of tradition garments for better performance of the organization	38
4.3.11	To examine the system of evaluation of material on tradition garments for efficiency and effectively ways of managing material	39
4.3.12	The firm started using traditional garments material	41
4.3.13	Kind of design which organization provide	41
4.3.14	Obstacles and barriers faced internally and externally on using tradition garments	42
4.3.15	The levels of controlling of tradition garments for better performance of the organization.....	48
4.3.16	To assess effectiveness methods used to manage material on tradition garments	48
4.4	Discussion of the findings.....	51
4.4.1	Challenges faced organization in planning material of tradition garments for performance of organizational to reduce the operation cost	52
4.4.2	Methods used by the Upendo women empowerment ltd to manage material of tradition garments.	52
4.4.3	The level of controlling of tradition garments for better performance of the organization.....	53
4.4.4	To assess the effectiveness of the methods used to manage the material of tradition garments at Upendo Women Empowerment ltd.....	53

CHAPTER FIVE:	56
SUMMARY, CONCLUSION AND RECOMMENDATIONS	56
5.1 Introduction.....	56
5.2 Summary of the main findings.....	56
5.3 Implications of the findings	58
5.4 Conclusion	59
5.5 Recommendations.....	60
5.5.1 Recommendation for immediate action	60
5.6 Limitations of the study	61
5.7 Recommendation for further studies.....	61
REFERENCES	62
APPENDICES	67

LIST OF TABLES

Table 3.1: Sample size per block	25
Table 4.1: Response Rate	29
Table 4.2: Demographic factors table	30
Table 4.3: Definition of material management	33
Table 4.4: Tradition garments used by organization.....	34
Table 4.5: Types of clothes made by organization	34
Table 4.6: Challenges faced in planning material management	35
Table 4.7: Plan of material management on tradition garments in the organization .	35
Table 4.8: How to order materials	36
Table 4.9: The uses of remaining material.....	37
Table 4.10: The uses of remaining material.....	37
Table 4.11: Time for quality control.....	37
Table 4.12: The place which organization record materials	38
Table 4.13: The responsible person to request material from store room.....	38
Table 4.14: Meaning of stock counting.....	39
Table 4.15: Ways of facing challenges of material management	40
Table 4.16: Knowledge on material management of the staff	40
Table 4.14: Time for customer evaluation	41
Table 4.18: Obstacle and barriers faced internally and externally on using tradition garments.....	42
Table 4.19: Effectiveness methods used to manage the material on tradition garments	49

LIST OF FIGURES

Figure 2.1: Conceptual framework 20

figure 3.1: Urban west region - geographical location..... 23

figure 4.1: Sample of tradition garments..... 51

LIST OF ABBREVIATIONS

ESSO	Eastern states standard oil.
FIFO	first in first out
IC	Inventory control theory
KCC	Kenya Cooperative Creameries
KTM	Karibu textile mills
MACO	Manufacturing company
MMTG	Material management on tradition garments
PDA	Personal Digital Assistant
RFID	Radio Frequency Identification
SPSS	Statistical package for social sciences
TG	Tradition Garment.
URT	United republic of Tanzania
UWEL	Upendo women empowerment ltd
ZAFELA	Zanzibar Female lawyers

CHAPTER ONE

INTRODUCTION

1.1 Back ground to the Problem

Materials management is a process of planning, executing and controlling field and office activities in production area. The goal of materials management is to insure that production materials of tradition garments are available at their point of use when needed. The material management system attempts to insure that the right quality and quantity of materials are appropriately selected, purchased, delivered, and handled onsite in a timely manner and at a reasonable cost. Materials management is the system for planning and controlling all of the efforts necessary to ensure that the correct quality and quantity of materials are properly specified in a timely manner, are obtained at a reasonable cost, and, most importantly, are available at the point of use when required. (Kashf, 2015) Material management is an approach for planning, organizing, and controlling all those activities principally concerned with the flow of materials into an organization.

The scope of Materials Management varies greatly from company to company and may include material planning and control, production planning, Purchasing, inventory control, in-plant materials movement, and waste management. It is a business function for planning, purchasing, moving, storing material in an optimum way which helps organization to minimize the various costs like purchasing, material handling and distribution costs. Materials management is decision making with respect to design, procurement storage issue packing and handling and accountings of materials to get most out of every amount invested in material and it's connected

with maintaining adequate supply of something (Raw material spares, and Components, operating supplies (utilities) to meet anticipated demand economically. (Sign2008).

This study emphasizes on the assessing the role of material management of tradition garments in the organization. The organization use different materials of having high value so that the material management practice is the area of attracting significant concern of the top management which has multiple influences in its overall performance. In modern business, very successfully firms produce merchandise to meet customers' needs on a timely basis, with relevant and high quality for a very relatively low price due to global competition. To achieve this goals the concept of material management in relation to performance of the firm has proven to be of vital importance especially for Zanzibar Traditional textile and garments firms which basically face competition from "World class" global garments industries with different fashion styles and high technology such as China, Indonesia, Thailand, India and other gigantic textile and garment industry from Europe. "Material management is a tool to optimize performance in meeting customer service requirements at the same time adding to profitability by minimizing costs and making the best use of available recourses"(Keitany 2014) .

The world has declared a massive acceptance of Zanzibar traditional garments as a beauty and important customs since kanga, kitenge, Head covering (hijab) and dresses made using traditional materials make a woman not only attractive, but valued, respected, and may be even especially beautiful, because she cover her skin, being respectful towards herself, not calling attention to her body. The Zanzibar

traditional garment makes man experience the unbelievable creativity and color of clothing patterns. Dress and the wearing of Kanga fabrics in particular, offer women a means of communication in an image conscious and historically stratified society (Boswell, 2006).

In addition the tourism sector is a whole contributed an estimated 28 percent to the Zanzibar's GDP and 82 percent of its foreign exchange earnings and provides the highest private sector employment with 2,000 jobs in 2018 (World bank,2019). Despite the above explained issues in order to ensure smooth provision of services efficiently in tradition garments some scientific techniques have to be applied to make material management system a comprehensive. It is contended that policies and procedures designed by which an organization for the effective management of internal control system have been facing challenges during implementation. These challenges have been resulting into poor performance of production in the organization.

1.2 Statement of the research problem

The major challenge that material manager face is to maintain a constituent flow of materials for production. There are factors that inhabit the accuracy of stock which results in production shortages premium freight and often adjustments. According to (Keitany 2009). The major issues that all material managers face are incorrect bills of materials, in accurate cycle counts, unreported scrap shipping error, receiving errors and production reporting errors material managers have strived to determine how to manage these issues in the business sectors of manufacturing since the beginning of the industrial revolution. Although there are no methods that eliminate the mentioned

inventory accuracy, inhibitor there are best method available to maintaining an interrupted flow of materials for production. An effective material handling program can also revolve island approaches to shipping, receiving and vehicle movement solutions can include creating a new central loading location as well consolidating service areas and docks from separate building into one. Developing better circulation infrastructure also means reevaluating thick delivery and service vehicle routes Base on above statement that this research seek to examine the issue of material management on performance of tradition garments using a manufacturing company Upendo Women Empowerment ltd as the case study.

1.3 Objectives of the study

The study was guided by the following general and specific objectives.

1.3.1 General objective

The general objective of this study was to examine the impact of material management on performance of traditional garments at Upendo Women Empowerment ltd.

1.3.2 Specific objectives

- i. To determine challenges facing organization on planning materials of tradition garments for performance of organizational.
- ii. To explore methods that Upendo women empowerment use to manage material of tradition garments.
- iii. To examine controlling level of tradition garments for better performance in the organization.

- iv. To assess the effectiveness methods used to manage the material of tradition garments at Upendo Women Empowerment ltd.

1.4 Research questions

1.4.1 General research Question

What are impacts of material management on traditional garments for performance of organization?

1.4.2 Specific Research questions

- i. What are challenges does organization face on planning material of tradition garments for performance of the organization.
- ii. What are methods used to manage material on tradition garments on organizational for profitability of the organization?
- iii. What are levels of controlling of tradition garments for better performance of the organization?
- iv. What are effectiveness methods used to manage materials of tradition garments?

1.5 Significance of the study

The findings of the study may used to other researcher or people for reference in the area of material management to the firm to reach the objectives and to solve the problem which will be faced the firm for the whole issues of material management. To increase the productivity in the organization due to the findings on how to manage the material.

The recommendation of the study may help the firm to design a good procedure, process and technique on how to buy, stock taking, stock checking and stock recording in the organization to ensure the continuity of operation.

The findings may answer all question about the shortage of quality personnel how it disturbs the effective management of materials in the firm.

Therefore, findings from this study may ease development of comprehensive and sustainable material management policy which is a tedious process for many Tanzania public organizations (Assenga, 2015).

1.6 Scope of the study

The scope of study was limited to the impact of material management on performance of traditional garments in the firm, the practical activities performed by UPENDO WOMEN EMPOWERMENT LTD from the identification of new order up to the issues of ordered materials to the user department (Report 2014-2018).

1.7 Organization of the study

The dissertation consists five chapters. Chapter one provides explanations on the problem understand. It provides explanations on the background and the statement of the problem. The chapter also stipulates research objectives and research questions. It also explains the significance of the study, Scope of the study and the organization of the study. Chapter two reviews the existing literatures with regards to the study. It was providing the introductory overview of the study, reviews the empirical literatures, and establishes the conceptual framework of the study. This introductory part it was focus on tradition garments firm meaning and definition as well as the Zanzibar's status of tradition garments firm.

Chapter three consist study area, research design, research techniques, population, sampling techniques, types of data collection, data management and analysis, Chapters four consist of data findings analysis, discussion and presentation. Chapter five provides a summary of the study, conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Over the years leading to a decade, varying scholars have researched into this broad topic of material management and productivity. Material management largely refers to the activity of an organization working to obtain and preserve a suitable collection of varying but related goods while also keeping track of all orders. In this chapter, the different concepts of material management which are listed below are considered:

2.2 Conceptual definitions

2.2.1 Tradition garments

Traditional garments as a beauty and important customs since kanga, kitenge, Head covering (hijab) and dresses made using traditional materials make a woman not only attractive, but valued, respected, and may be even especially beautiful, because she covers her skin, being respectful towards herself. (Boswell 2006).

2.2.2 Material Management

Materials management is a process for planning, executing and controlling field and office activities in production area. The goal of materials management is to insure that production materials are available at their point of use when needed. The materials management system attempts to insure that the right quality and quantity of materials are appropriately selected, purchased, delivered, and handled onsite in a timely manner and at a reasonable cost. materials management is the system for planning and controlling all of the efforts necessary to ensure that the correct quality and quantity of materials and equipment are properly specified in a timely manner,

are obtained at a reasonable cost, and, most importantly, are available at the point of use when required. (Kashif2015) The scope of Materials Management varies greatly from company to company and may include material planning and control, production planning, purchasing, inventory control, in-plant

Materials movement and waste management. It is a business function for planning, purchasing, moving, storing material in an optimum way which helps organization to minimize the various costs like inventory, purchasing, material handling and distribution costs. Materials management is decision making with respect to design, procurement storage issue packing and handling and accountings of materials to get most out of every amount invested in material and it's connected with maintaining adequate supply of something (raw material, spares, and components, operating supplies(Utilities) to meet anticipated demand economically (Singn 2008).

2.2.3 Material control and management

Material control is a whole process of controlling from any damage, stolen. Is the process on how organization has the strategy which make sure materials especial tradition garments used according the plan and in the specific product? For example, if the organizations use one kanga to produce three shirts the cutter must be carefully to cut kanga and to get three shirts according to the expectation of the organization. Management of material is to make sure the organization uses the material in sufficiency to avoid the losses and the management plan, control and direct on how to use the material good way for sustainability of the organization. Normal this start from the delivery point to the finished goods. Onwuchekwa (1993:193).

2.2.4 Material Movement

Material movement is when the material are delivered in the organization from the supply for example when material arrive in the organization the first step will be to record to the stock card to show when was it delivered, then before going to the workshop the cutter must sign out from the stock card to show how many materials will be used in the cutting room and how many clothes will be cut according to the material requested. So movement of material in the workshop is to come to an end to produce finished goods. (Sander 2002).

2.3 Theoretical literature review

Theoretical literature review is what you think, the focus of literature review is on theory rather than on application, would be a discussion about theory about different expert's thoughts on those theories and your own thoughts on the theory. In conducting this study various theories were applied and discussed on manage tradition garments like inventory control theory and system theory. (www.quora.com).

2.3.1 Inventory control theory (IC) Theory

Involves the actual control of material, this can mean inventory of raw materials works- in- progress or finished goods regardless of the type of inventory in question, inventory require storage, and there is always a cost associated with that storage. Therefore, inventory control theory is concerned with all actions related to the storing of items and the consequences both positive and negative therefore one of the most common application of inventory control theory is in the determinations of the optimal quality of inventory control theory is in the determination of the optimal

quality of inventory to be held. There are several mathematical models in use that cannot act as a useful tool in inventory control. These models strive to balance storage costs with order costs. The cost of shortage is also non-monetary costs of storage and it makes assumptions regarding the non-monetary costs of storage. And it makes assumption regarding future demand and delivery and could not be known. Inventory control theory is still a cost-saving tool, and is considered part of good business practice in manufacturing environment (Farrell 2010).

2.3.2 A system theory

A collection of parts unified to accomplish an overall goal. If one part of the system is removed, the nature of the system is changed as well. A system can be looked at as having inputs example resources such as raw materials, money, technologies, and people, Processes example planning organization, motivating and controlling, Output (product and services) and outcomes (Example enhanced quality, of life of productivity for customers/ clients, productivity). Systems share feedback among each of these four aspects of the system. The system theory may seem quite basic. Yet, decades of management training and practices in the workplace have not followed this theory. Only recently, with tremendous changes facing organizations and how they operate have educators and managers come to face this new way of looking at things. The effect of system theory in management is that it helps managers to look at the organization more broadly. Also managers to interpret patterns and events in the work place i.e. By enabling managers to recognize the various parts of the organization and in particular the interrelation of the parts.

2.4 Empirical literature review

Within the empirical literature review all variables in this study were expressed and discussed on how to manage material of tradition garments in the world, African and even Tanzania.

2.4.1 Empirical literature review world wide

The benefits of material management to the organization were clearly explained by (Nair 2014) through his paper. The author also explained that the objectives of the material management to be regular uninterrupted supply of raw-materials maintain a high inventory turnover, providing economy in purchasing and minimizing waste, minimize the overall cost of acquisition and to maintain high degree of cooperation and coordination with user departments. He concluded that major benefits of material management were excessive investment in stocks will be avoided, there was not be stoppage of work because of lack of materials, productivity will be improved, Inventory losses will be minimized and the wastages are minimized.

According to Arnold and Chapman (2004), materials management can identify as an arranging function responsible for planning and handling the materials stream. This means that the materials management is a planned procedure which involves from the original purchasing, delivery, handling and minimization of waste materials of the material with the purpose to ensuring the product quality, volume and time of the requirement should meet appropriately. Material management are the activities engaged to plan, control, purchase, expedite, transportation, store, and concern in order to achieve an efficient flow of materials and this the mandatory materials are bought in the mandatory quantities, time, quality and at an acceptable price.

In Nigeria brewing firms, Emeka (2014) examines the impact of materials management. Among total staff strength (4648) of Nigeria Breweries and Guinness Nigeria PLCs, sample size of 368 was selected to check the profitability of the firm. Z-statistics was applied for test of hypotheses and found that materials procurement, materials storage, materials inventory, interdepartmental collaboration has a significant effect on the profitability of brewing firms. Based on the above findings, the study therefore concludes that effective materials management is indispensable to brewing firms in making profits.

2.4.2 Empirical literature review in Africa

Case study was carried out by Madhavi (2013) in material management in production site. The objective of the study was to understand about all the problems occurring in the company because of improper application of material management. Analysis was done on site and management, Inventory controlling, purchasing procedures, Procurement and Tracking and cost. Stocks were analyzed by FIFO (First in First Out method). Cost estimation was done by ABC analysis. From the analysis, data were driven and new appropriate technological implications were introduced like RFID (Radio Frequency Identification), PDA (Personal Digital Assistant) which helped us in a proper scheduling and financial control.

Akindipe (2014) made a study on role of raw material management in production operations. The author was conscious about the inefficiency in raw material management and the alternate solutions to overcome the problem. He found the relationship between raw material and Inventory management to solve the crisis. From this he had concluded that, the inefficiency were due to illiterate and

involvement in management, mishandling of materials and inability to use proper inventory model in the site. He added that, all the above said reasons are mainly due to the managers involved in the management process.

The role of material management in organizational performance was analyzed by Keitany (2014) in Kenya. For that the author had chosen a case study of New Kenya Cooperative Creameries Limited. A sample of 49 respondents was selected from 56 employees of New KCC Ltd. Data were collected through questionnaire from seven departments such as Purchasing, Quality Control, Warehouse/store, Human Resource Development, Finance and audit and Physical Distribution departments. The data was evaluated through descriptive statistics such as mean, median, standard deviation and percentages. Results showed that there was increase in organizational performance due to inventory control system involvement. Additionally, results showed that lead time was highly significant by acquiring and delivering the needed materials within the shortest time.

Anwar Zeb (2015) made a questionnaire survey based on his previous researches, for which he has collected data for about 20 years. The survey was made in Pakistan and he interviewed the contractors and the sub-contractors of the site. He has selected 5 factors which are limited storage on site, difficulty to store, conflicts between laborers, difficulty in work progress due to improper storage of materials and complexity in coordination of sub-contractors on site. He had concluded from that research that increase in space for material storage, communication of sub-contractors and the handling of materials will help to complete the project on time.

He added that proper tracking of work progress and material management will give better results.

An empirical case study of material management in Residential project was done by Wilfred (2015). This study was made to find out the problems occurring due to the improper material management. Due to these problems, there will be rise in cost of the project. So he had undergone ABC analysis and S curve analysis. ABC analysis give complete study of quantity of material utilized. S curve analysis was helpful in finding the deviations in project. Class A materials give the profit rate.

Akindipe (2014) made a study on role of raw material management in production operations. The author was conscious about the inefficiency in raw material management and alternate solutions to overcome the problem. He found the relationship between Raw material and inventory management to solve the crisis. From this he had concluded that, the inefficiency were due to illiterate anon in management, mishandling of materials and inability to use proper inventory model i the site. He added that, the above said reasons are mainly due to the managers involved in the management process.

2.4.3 Empirical literature review in Tanzania

Sabrina (2014) undertook a study on the effect of material management on organizational productivity, to evaluate the nature of correlation between materials management and organizational profitability, to examine the level of efficiency and product improvement in material management and to proffer useful suggestions and ideas on how to effectively manage materials in an organization Research question at

Kanga Kabisa in Zanzibar as the reference point. The Statistical Package for Social Sciences (SPSS) was used to analyze the data collected from 20 randomly selected from the organization via the semi-structured interviews and focus group discussions. The study tried to evaluate and assess on the efficiency of the material management in providing service to other operational functions. Among other things, the study revealed that the presence of unskilled stores personnel; manual record keeping and the lack of segregation of duties were some of those causes.

However, the researcher recommended the organization on the importance of computerization of supplies, section in order to control and increase its performance since it was lent that the effect of computerization was reflected easily from receiving of materials, inspecting, storage and issuing system. (Kiwale 2019) did a study on the effect of material management on organizational to evaluate the nature of correlation between materials management and organizational profitability, to examine the level of efficiency and product improvement in material management and to proffer useful suggestions and ideas on how to effectively manage materials in an organization Research question at Kanga Kabisa in Zanzibar. The researcher uses the organization report for four years 2014- 2018 to get the information. The study found that, the storage /house/space should be not only being sufficient but also efficient for material storage purpose. The researcher suggested on the introduction of sufficient trained staff to carry out the stores operations effectively. He also recommended on the use of computers in material control, receiving, recording and material locations. Lastly the researcher advised that there should be a training

programme for material control staff so as to appraise their general performance on tradition garments.

The study done by (Karista 2017) a study on the effect of material management on organizational productivity, to evaluate the nature of correlation between materials management and organizational profitability, to examine the level of efficiency and product improvement in material management and to proffer useful suggestions and ideas on how to effectively manage materials in an organization Research question at KTM in Dar es Salaam. The study engaged a sample of thirty (30) employees to answer closed ended questions. The study found that, the problems of the factory being out of operation as a result of lack of materials is within the company's control, as it has been due to the failure of the firm to recruit professional staff that will manage all matters pertaining to materials management. The researcher advised that there should be a training programme for material control staff so as to appraise their general performance on tradition garments and for better productivity.

Amosi (2015) conducted a study on the effect of material management on organizational productivity, to evaluate the nature of correlation between materials management and organizational profitability, to examine the level of efficiency and product improvement in material management and to proffer useful suggestions and ideas on how to effectively manage materials in an organization Research question Kiwale Company at Mpendae Zanzibar. Focus group discussion was used to get information. The study found that the company is faced with problems caused by the Bureaucratic importation procedures and also it has problems of lacking a good system of buying its requirements. The company also faces the problems of poor

planning of materials required in production and buying materials in small quantities. In his study, it was recommended by the study that the company should use the good system for performance of the organization.

Matimbwi (2014)) a study on the effect of material management on organizational productivity, to evaluate the nature of correlation between materials management and organizational profitability, to examine the level of efficiency and product improvement in material management and to proffer useful suggestions and ideas on how to effectively manage materials in an organization. Research question at the barefoot in Zanzibar. The study researcher uses the questionnaire for the 20 employees and 5 customer to get the information about the study. The study found that the company does not follow the policies and the procedure as it is established by the company. It was concluded that the use policies and procedure on material management will make the company to achieve its goals in efficiency way.

2.5 Research gap

The review of empirical literature revealed Sabrina (2004) did a study on the inefficiency of inventory control did not cover other inventory control system methods such as Just-in, stock review, establishing annual stocking policies.

The study done by Kiwale (2003) on inventory control focused on lack of qualified staff in management and its impact in manufacturing firms in Tradeco. Kiwale was not done in Kitenge industry with different contextual environment compared to educational institutions where this study was done. Again this is a gap with regard to specific objective one and three.

A study done by Karista (2015) focused on the effect of poor material planning to the organization operation in MACO. Karista study did not further investigate the material management. Amosi (2014)) did a study on materials management and control concept at ESSO (T) LTD and emerged with the conclusion that, ESSO (T) Limited does not apply any well-known materials management techniques in dealing with inventories. Matimbwi's study did not either cover methods used or challenges faced the material management system. This study therefore attempted to answer these questions in Tanzania context.

2.6 Conceptual Framework

In this study a researcher conceives the material management systems at Upendo Women Empowerment ltd. As an important variable to the organization to produce in effectiveness. Therefore, author's formulation (2019) Figure 2.1 was used in this study. The author's formulation provides a broad framework in which all issues influencing the implementation/effectiveness of the material management at UWEL as well as outside UWEL was analyzed. During the study the researcher viewed variables as being highly interdependent with their environment. In this study, material management comprised inputs, processes and outputs.

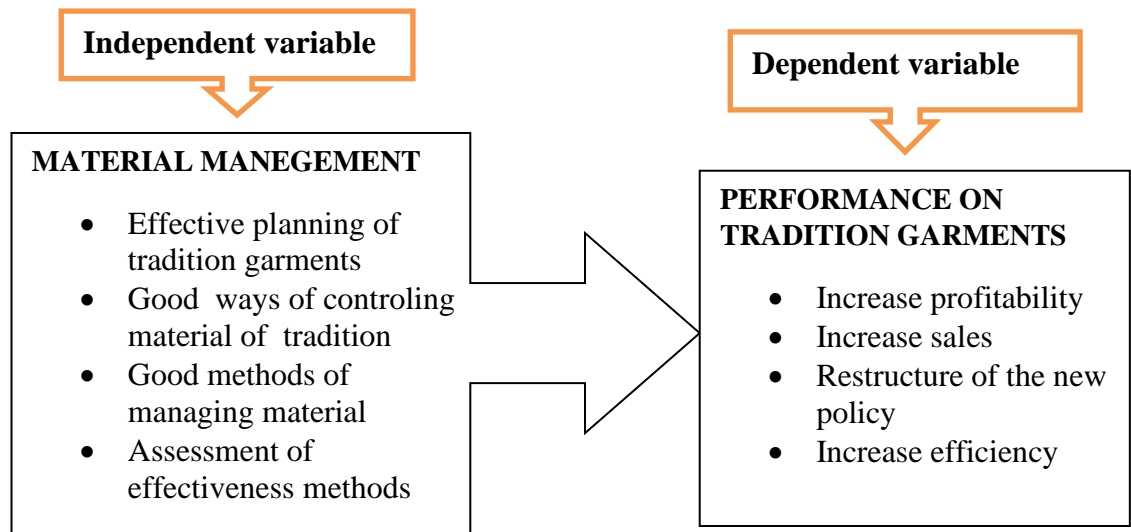


Figure 2.1: Conceptual Framework

Source: Authors' Formulation (2022)

2.7 Theoretical framework

Coordinate all production lines in order to minimize the movement of materials especially the number of moves stating how loading bay to get into the production process coordination here involves transfer to authority from the official line of one to the other line there must be misunderstanding and no coordination having system. Price (2001) Price and Carter (2005) also listed the responsibilities of production planning as. i. Advance roaring of large increase in demand and shock requirement must be given. ii. Notification of alterations in the production must be given. In most productive circumstances unforeseen situation e.g. machine breakdown will suddenly make current production plan obsolete and a new plan with have to be instituted to account for the alterations, planning must ensure that material management is not fixed as long as possible of these alteration the effect in term of material and time period involved. This will enable the material management to supply the materials

needed and avoid the situation of production demanding materials and material management being unaware of any problems or charges.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides explanations on research methodology employed in this research. . It may be understood as a science of studying how research is done scientifically (Kothari, 2004). The explanation is on the following: area where the study was done, research design employed during the study, population, sample and sampling procedures, data collection methods and instruments, validation of research instruments as well as data analysis procedure.

3.2 Research design

According to Cooper and Schindler (2006), defined research design as the method on which data collected and analysis are structured in order to meet the research objectives through empirical evidence. For the purpose of this study the descriptive research design was adopted, this is because it is a “the researcher does not have a direct control of independent variable as their indicator has already occurred or because the fundamentally cannot be influenced”. This approach is appropriate because the researcher wants to find out the impact of material management on performance of traditional garments firms in Zanzibar – a case study Upendo women empowerment ltd Zanzibar.

3.3 Area of the study

This study was based on the staff of Upendo Women Empowerment Ltd. Urban district in Zanzibar. The study was on this area because this is a place which tradition garments are usually used to produce the clothes for tourist in Zanzibar and

it is famous organization which uses traditions garments like kitenge and kikoi to make clothes for tourist.

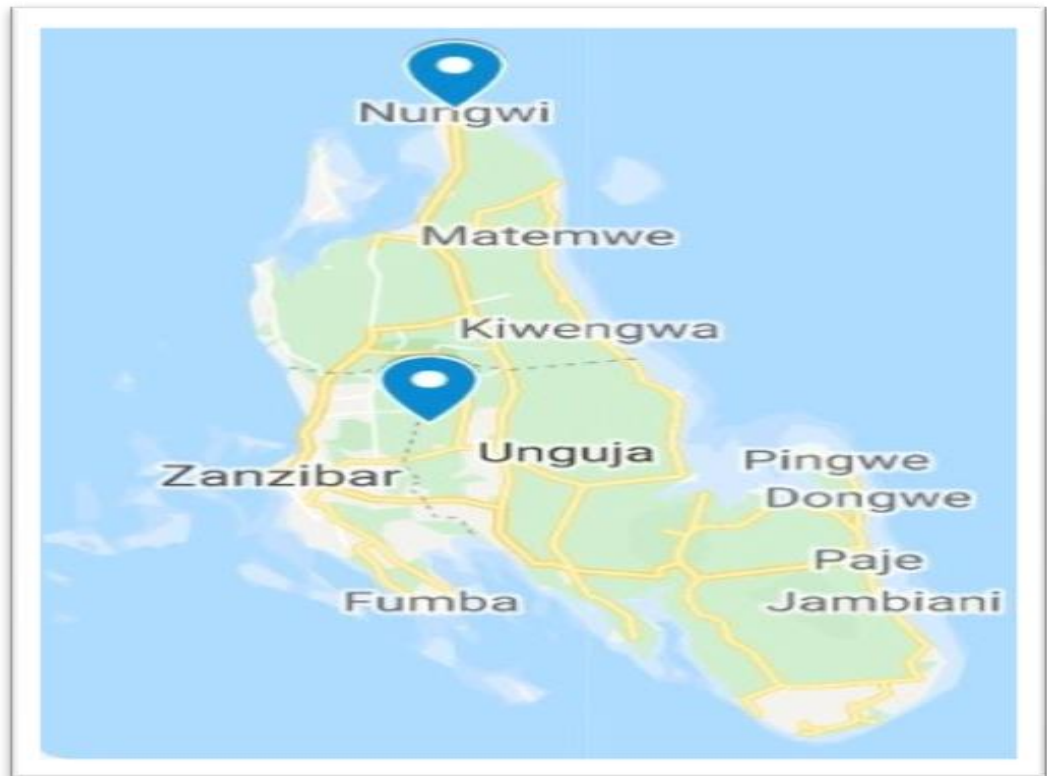


Figure 3.1: Urban West Region - Geographical Location
Source: Department of Survey and Mapping – Zanzibar, 2017

3.4 Population of the study

Population refers to a group of individual who have one or more common characteristics (Kothari, 2004). The study was conducted at Urban West Region of Zanzibar.

The region constitutes 40 shehias and covers an area of 1,600 m². With a population 223,033 (URT, 2012). The study involved two shehias which are Mkunazini ward composed with three (3) firms and Amani ward with a total number of two (2) firms.

The total enrollments of firms in two wards are 5 firms plus the number of local leader is 2 from each ward, staffs for each firm were 56. The total of enrollment is 58. This type of population has been chosen due to the fact that they gave relevant information concerning the study.

3.5 Sampling design and sample size

3.5.1 Sampling design

The study employed the descriptive cross-sectional design for the purpose of primary data collection. Respondents in the study were grouped into two categories as follows: Staff of each firm and Local leader in ward level. The respondents recruited in this study were purposely selected based on their role and relevance on Tradition garments management the study use the UWEL as a case study.

3.5.2 Sample size

A sample size was 50, sample into 30 for questionnaires and 20 for interviews. (Israel 1992) recommends using the (Yamane 1993) formulae to calculate sample size because of its ease of calculation and, in this case, the fact the population size is known. At a confidence level of 95% and P value = 0.05, Yamane's formula provides that:

$$n = N / (1 + N (e^2))$$

Where n = sample size, no = sample size at infinite population, N = population size.

At N = 58, our sample size was; 50. The researcher has used his discretion to divide the sample into 30 for questionnaires and 20 for interviews.

Where by: N is a population size 58

n is a corrected sample size

e is a Margin of error(Moe)=0.05

Calculation of sample size

$$n = 1 + Ne^2$$

Whereby N = 58

$$1 + 58(0.05)^2$$

$$n = 50$$

By using Yamane's formula, the sample size of the study was 50 respondents.

Table 3.1:Sample size per block

No	Respondents	Frequency	Percentage (%)	Interview Respondents	Questionnaire Respondents	Sampling Design
1.	Upends	18	36	7	11	Cluster and Purposive
2.	Karista	10	20	4	6	Cluster and Purposive
3	Kiwale	9	18	4	5	Cluster and Purposive
4	Amosi	13	26	5	8	Cluster and Purposive
	Total	50	100%	20	30	

Source: Field Survey (2021)

3.6 Methods of data collection

3.6.1 Secondary data

Secondary data are those data which have been already collected by with this title such as magazines, journal, books and internet services this is according to Kothari (2004). In this research those written sources such as text books, pamphlet, newspaper and internet materials was obtained from the library of Zanzibar, and

these literature reviews are significant since they were help to expand knowledge of a researcher showing the existing knowledge related with the study.

3.6.2 Primary data

Primary data are those data which are collected directly from firsthand experience at the field of the study, (Kothari, 2004). The research study was involving firsthand information collection from organizations Manager, Customer service officer, and Customers where questionnaire and interview was used.

3.7 Data collection tools

These sometime refers as research tools which used to gather information from the selected respondent (Kothari 2004) In this study information (data) was collected through; questionnaires, direct observation and interview. These instruments were helpfully a researcher to obtain required information in the field from the respondents.

3.7.1 Questionnaire

Questionnaire is a research tool that is used to collect data from large number of respondents According to (Kombo 2006). This research use both open and closed ended questions in order to achieve the research objectives. The logic behind the use of this method is to save time. Also a questionnaire is presented in the paper format. Most of the questions were closed-ended oriented to which respondents were asked to choose appropriate answer from the list. The researcher distributed a total number of 30 questionnaires to local leader, customers, manager and Customer service officer. Thirty (30) respondents' filled questionnaire.

3.7.2 Interview

Interview is the face to face conversation or through the phone where questions are asked verbally (Kothari, 2004). A research was use interview method to collect data from Organization manager and IT officers in order to get more information about material management on performance of tradition garments in Tanzania, the problems facing and ways to address challenges/problems facing organization on material management in Tanzania. Interview was usefully because it allowed flexibility in probing much information from respondents and they were recorded in Kiswahili language and subsequently translated into English. Twenty (20) respondents were interviewed.

3.8 Reliability and Validity of data

Reliability and Validity are two factors used during designing, analyzing and judging the quality of the instruments and data.

3.8.1 Reliability of data

Reliability is concerned with the consistency of the measuring instrument. Reliability of data is often verified by finding out aspects like who collected data, data sources, methods used to collect data, time used to collect data, whether there is any bias and level of accuracy (Kothari,2004). In order to ensure reliability, the researcher was employed multiple sources of evidences namely, interviews and questionnaires. Furthermore, prior to going to the field the instruments were viewed by the researcher's supervisor for advice and recommendations. The suggestions and advices given were helped in improving and make improvements in the research.

3.8.2 Validity of data

To guarantee the validity of data, the researcher uses two separate data collection techniques. For model formulation, the researcher distributes questionnaires and use the data obtained from them for analysis and model formulation. Interviews with the same questions as in the questionnaires were conducted to other respondents to compare the results with respondents of the questionnaire to check the validity of the data. The semi-structured interviews provide the interviewer opportunity to explain and provide insight to the respondent on the question posed to them. (Groove, 2009)

3.9 Data analysis

In this study the data to be collected synthesized and presented in statement and table in statistical form, where sentences, numerical and percentages were used. Also the data was analyzed in descriptive technique and tables to summarize massive data collected. Interpretation was made from the analyzed data, where necessity simple descriptive statistics such as percentages was used. Data analysis and conducted by Microsoft Excel and statistical package for social sciences (SPSS). Data analysis and interpretation enable the researcher to address the research problem and eventually recommend possible solution. According to (Kombo and Tromp 2006).

3.10 Ethical considerations

The following ethical guidelines were put into place for the research period:

1. The dignity and wellbeing of staff were protected at all times.
2. The research data remained confidential throughout the study and the researcher obtained the staff permission to use their real names in the research report.g

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Introduction

In this chapter, collected data is presented, analyzed and discussed based on specific objectives which were as follows: To determine challenge faced organization in planning material of tradition garments for performance of organizational to reduce the operation cost, to identify methods used by the Upendo women empowerment to manage material of tradition garments, to examine the level of controlling of tradition garments for better performance of the organization and to assess the effectiveness of the methods used to manage the material of tradition garments at Upendo Women Empowerment Ltd.

4.2 Response Rate

The response rate is expressed numerically and supported by few words of expressions. In this regard, Table 4.1 indicates the response rate.

Table 4.1: Response Rate

Interviews	Number of Respondents Participated	Percent
	20 out of 50	40%
Questionnaires	Number Questionnaires collected dully filled	
	30 out of 50	60%

Data in Table 4.1 indicates that respondents who registered for interviews were 20(40%) and those appeared for interviews were 20(40%). In research context this indicates good response rate during the study. Table 4.1 also indicates that questionnaires were distributed to 30(60%) respondents and 30(60%) questionnaires

were collected by the researcher dully filled. This also in research work signifies good response rate.

4.3 Demographic factors

During the study, the respondents' ages, gender, education levels, work experience Awareness on the existence of material management at UWEL and Table 4.2 indicates the result.

Table 4.2: Demographic factors table

Variables	Categories	No. of respondents	Percentage
Respondents' ages	18 - 26 years	02	4
	27-35 years	12	24
	36-44 years	19	38
	45-53 years	12	24
	54-60 years	05	10
	Total	50	100
Gender of respondents	Male	12	24
	Female	38	76
	Total	50	100
Respondents' education level	Less or equal to Std vii	20	40
	Secondary education	13	26
	Certificate in any training	12	24
	Diploma	02	4
	First degree	02	4
	Master degree	01	2
	PhD	0	0
	Total	50	100
Respondents' workexperience	Not less than 3 years	8	16
	4 to 17 years	42	84
	Total	50	100

Source: field survey (2021)

4.3.1 Respondents' Ages

Two (2) respondents (3.4%) aged between 18 and 26 years and 12 respondents (20.7%) aged between 27 and 35 years. 19 respondents (32.8%) aged between 36 and 44 years, 20 respondents (34.5%) aged between 45 and 53 years. It was also

revealed from the study that 5 respondents (8.7%) aged between 54 and 60 years. It was revealed from the study that all respondents were adults (aged 18 years and above) and that were able to provide qualitative which researcher considered valid and reliable. This resulted into the researcher to be confident on data collected.

Through questionnaires were able to provide extensive responses on different issues during the study. The age group (36 years- 44 years) also included employees and customers who are users of materials. This age group was also important since it consisted of respondents who are actively engaged in the management of material. The age group of 56- 60 years was also important to the researcher because consisted of members who are informed and are those employees who are long term employees in the organization, It was revealed from the study that all respondents were adults (aged 18 years and above) and that were able to provide qualitative which researcher considered valid and reliable. This resulted into the researcher to be confident on data collected.

4.3.2 Gender of Respondents

During the study, gender of respondents was also investigated. Findings indicate that respondents 20 (34.5%) were male and respondents 38 (65.5%) were female. This study shows that, more female participated in this study than male. However, the review from document indicated that, most of the organization especial Upendo Women empowerment ltd is a women's projects consisted many female (43.1%) than male (25.9%). This automatically justify the gender difference with regard to the number of respondents during the study. It is concluded that, gender difference was not a barrier toward the collection of valid and reliable data. This is because the

researcher used different data collection methods and instruments during data collection.

4.3.3 Respondents' Education level

The education level of respondents was also investigated and the findings was as follows:

Twenty (20) respondents (34.5%) their education levels were primary level, 13 respondents (22.4%) Form four and Form six, 16 respondents (27.6%) had Certificates, 2 respondents (3.5%) had diploma, 6 respondents (10.3%) had bachelor degree. 1 respondent (1.7%) had Master degree and no respondent had PhD. Most of the respondents were in primary level due to qualifications used to apply a job especially at UWEL is any women who have knowledge on sewing. It is concluded that, all respondents had enough education which qualify them to participate effectively in this study. Congruent to this the researcher utilized respondents' competencies on issues under study and that enabled her to collect valid and reliable data.

4.3.4 Working Experience

Respondents work experience was also investigated and indicates findings. Eight (8) respondents (13.8%) their work experience was between 1 to 10 years, 50 respondents (86.2%) their work experience were more than eleven years old. Findings revealed that for those respondents with work experience between 1 and 10 years, only 5 respondents (8.6%) had work experience between 1 year and 3 years. Conclusively, all respondents had enough work experience which enabled them to provide intensive and extensive responses through interviews questionnaires.

4.3.5 The meaning of material management

Table 4.3 findings indicate that 15 (50%) respondents understood the term material management by attending training which was facilitated by the likeminded organization. For the purpose of increasing knowledge. 5(17%) indicate that they understood the term material management through learning at school when they were secondary school. 3(10%) findings indicate that they know the term material management in different aspects like Table 4.3 explained. The data illustrated in the Table 4.3 implies that organization has big understanding capacity on the term of materials management and it is not a new term to employees. The data is illustrated in the Table 4.3

Table 4.3: Definition of material management

Categories	Number of respondents	Percentage
It is control and planning of material.	05	17%
It is Cross checking of material from ordering point to the production	07	23%
Is a process for planning, executing and controlling field and office activities in production area	15	50%
All three above	03	10%
Total	30	100%

Source: Field data (2021)

4.3.6 Types of tradition garments used by the organization

The findings indicate that 18(60%) respondents use Kanga in Making the cloth like kids, babies and some for women wear, 4(13%) respondent indicates they use kitenge to make men's wear and women wear 8(27%) indicates that they use kikoi in making both cloth. Findings realize that the organization use Kanga rather than other Materials due to the cheap, and it is easier to find at the market place. And it is a customer needs. The data is illustrated in the Table 4.4.

Table 4.4: Tradition garments used by organization

Categories	Number of respondents	Percentage
Kanga	18	60
Kitenge	4	13
Kikoi	8	27
Total	30	100

Source: Field data (2021)

4.3.7 Design made by the organization

Each organization produce the design according to the customer needs, Findings indicates that 2(6%) respondents produce kids wear, 4(14%) produce women wear, 1(3%) produce babies wear, 3(10%) produce men wear, 20(67%) produce both design at a same time , UWEL making all design due to the type of customer they have. The data is illustrated in the Table 4.5.

Table 4.5: Types of Clothes made by organization

Categories	Number of respondents	Percentage
Kids wear	02	6
Women wear	04	14
Baby wear	01	3
Men wear	03	10
Other and all of them	20	67
Total	30	100

Source: Field data (2021)

4.3.8 To determine challenges faced organization in planning material on tradition garments for performance of organization

Table 4.7 illustrate that 11(37%) mention this is a major challenge which faced the UWEL Organization due to the poor methods of planning tradition garments as a 12(40%) respondents mention also this is a big problem because before donor provide donation they want to see the progress report. If the progress report is not clear donor provide fewer funds. 6 (20%) respondents mention the lack of procurement officer was a challenge which makes the poor planning of material.

Other 1(3%) was mention lack of a good system to record materials in the computer to avoid the interruption of data to the organization.

Table 4.6: Challenges faced in planning material management

Categories	Number of respondents	Percentage
Under budget	11	37
Lack of procurement officer	06	20
Poor method of planning tradition garments in the organization.	12	40
Other	1	3
Total	30	100

Source: Field data (2021)

Table 4.7 illustrate that 15(50%) respondent know the organization use stock card to record the material to assist the work shop and the cutter to record the material come in and material out to produce the finished goods.2(7%) respondent mentioned that through the meeting with procurement manager to remind them on how to order material. 10(33%) respondent illustrate that the organization normal have a meeting with cutter to see how the process is after receiving material from store. 3(10%) respondent mention that organization has to improve a new system like adjustment of material to see how much material were used to make products.

Table 4.7: Plan of material management on tradition garments in the organization

Categories	Number of respondents	Percentage
Keep record on the stock card	15	50
Meeting with procurement manager	02	7
Meeting with cutting room leader.	10	33
Other	03	10
Total	30	100

Source: Field data (2021)

Table 4.8 illustrate the procedure that organization use to order material 1(3%) respondents said that they order materials when materials were finish on the store. 9(30%) respondents the order material when customer want to order product. 18(60%) respondents mention that they order material once they received order from the shop leader. Once the shop leader sold clothes the shop leader place order to the workshop. 2(7%) respondents mention that when materials were found in abundance at the market place orders were placed to procurement officer.

Table 4.8: How to order materials

Categories	Number of respondents	Percentage
After using all from the store	1	3
Once the customer want to place order	9	30
After receiving order	18	60
Other	2	7
Total	30	100

Source: field data (2021)

4.3.9 Methods used by UWEL to manage material

Researcher intended to identify methods used by the organization to manage material on tradition garments like kitenge, kikoi and kanga. Findings illustrated to the Table 4.9.

Organization use two methods to manage material 20(67%) respondents use stock card to record material in and material out and they are using FIFO method to request this means first –in- first out. 10 (33%) respondents organization used Quality control to manage material, before record it in the sock card quality control will decide if the product is quality enough to go to the shop.

Table 4.9: The uses of remaining material

Categories	Number of respondents	Percentage
Stock card	20	67
Just in Time	0	0
Quality control	10	33
Total	30	100

Source: field data (2021)

Table 4.10 illustrate that 15 (50%) respondents remaining material used to make the new product, UWEL make the small things like ribbon, small bags and small flag for decorating veranda. 10 (33%) respondents' findings show that they leave it at store they do know how to use it .5(17%) findings show that they use the remaining material for making mop.

Table 4.10: The uses of remaining material

Categories	Number of respondents	Percentage
Making new product	15	50
Leave it on the store	10	33
For cleaning the dust on the room	05	17
Other	0	0
Total	30	100

Source: Field data (2021)

Table 4.11 Illustrate that organization like UWEL have quality control to cross check if the products are in good quality. 2(7%) doing quality control daily. 14(46%) doing quality control weekly they collect every day then they do it every Friday. 3(10%) respondents findings show that they are doing quality control every monthly.

Table 4.11: Time for Quality Control

Categories	Number of respondents	Percentage
Daily	02	7
Weekly	14	46
Monthly	03	10
Quarterly	11	37
Total	30	100

Source: field data (2021)

4.3.10 To examine the level of controlling of tradition garments for better performance of the organization

Researcher was interested to find out the level of controlling tradition garments from respondents. The study participants explained the level and the data was illustrated by the Table 4.12. Tables 4.12 illustrate that organization record material in different places. 5(17%) respondents record material in the system this means in the computer to have accuracy data. 10(33%) respondents use stock card to record material this include. 15(50%) use both system and sock card to record material.

Table 4.12: The place which organization record materials

Categories	Number of respondents	Percentage
System only	05	17
Stock card	10	33
Store room	0	0
All of them	15	50
Total	30	100

Source: Field data (2021)

Tables 4.13 illustrate that organization use specific people to request material. 5(17%) respondents' findings show that anyone can request material. 15(50%) respondents findings show that Workshop leader is responsible to request material. 10(33%) respondents findings show that cutter is responsible to request material and no one else.

Table 4.13: The responsible person to request material from store room

Categories	Number of respondents	Percentage
Anyone who want to make cloth	05	17
Workshop leader	15	50
Cutter	10	33
Total	30	100

Source: Field data (2021)

Table 4.14 illustrate that the meaning of stock counting. 15 (50%) respondents findings show that stock counting is the process of counting all stock in the store only. 10(33%) respondents findings show that stock counting is a Process of count all stock which are found in the organization for adjustment of material. 2(7%) respondents show that stock counting is Process of removing material outside of the organization. 3(10%) respondent findings show they do know the meaning of stock counting.

Table 4.14: Meaning of stock counting

Categories	Number of respondents	Percentage
Process of counting all sock in the store only	15	50
Process of count all stock which are found in the organization for adjustment of material	10	33
Process of removing material outside of the organization	02	7
Other meaning..... If yes how/ if no how.....	03	10
Total	30	100

Source: field data (2021)

4.3.11 To examine the system of evaluation of material on tradition garments

for efficiency and effectively ways of managing material

The researcher asked respondents on the system evaluation used by the organization. The response from questionnaires indicates the majority of respondents faced challenges through management meeting. Table 4.15 illustrate that the organization may face challenges in to different aspects. 20 (67%) respondents findings show that during management meeting they solve challenges which faced organization. 7(23%) respondents findings show that during staff talk's challenges were solved.

Table 4.15: Ways of facing challenges of material management

Categories	Number of respondent	Percentage
Through management meeting	20	67
Through sales from the shop	03	10
Through staff talks	07	23
Total	30	100

Source: Field data (2021)

Staff in the organization they have knowledge on material management 20(67%) respondents they have knowledge. 2(7%) respondents findings show that knowledge was only to manager and accountant and not to all staff.8(26%) respondents findings show that they don't have knowledge on material management. Table 4.16 illustrates.

Table 4.16: Knowledge on material management of the staff

Categories	Number of respondents	Percentage
All	20	67
Women only.	0	
Manager and accountant	02	7
No one knows about material management	08	26
Total	30	100

Source: Field data (2021)

Table 4.17 illustrate customer were involved in evaluation 3(10%) respondents findings show that customers were involved in every month.23(77%) respondents' findings show that each quarterly has a customer were involved to do evaluation. 3 (4%) respondents findings show that they don't have customer evaluation. This objective intended to investigate methods which were employed by the UWEL to manage the material. All respondents (n=50) participated in providing responses through questionnaires (n=30) and interviews (n=20).

Table 4.17: Time for customer evaluation

Categories	Number of respondents	Percentage
Daily	0	0
Weekly	0	0
Monthly	03	10
Quarterly	23	77
Other	04	13
Total	30	100

Source: Field data (2021)

4.3.12 The firm started using traditional garments material

The researcher interviewed staff, manager when they started to use tradition garments. During the interview with UWEL staff the staff said that:

“UWEL started to use tradition garments on 2005, tourist is coming and asking for material hand woven material like kikoi, tradition garments like kitenge and kanga”.

Also the second staff narrated that:

“UWEL was started like sewing school at stone town in Zanzibar, most of tourist for example from Denmark, German and Sweden coming with new design and they used to prefer to use tradition garments to make design”.

The manager of UWEL narrated that:

“UWEL started to use the tradition garments since 2005 due to the type of customer prefer to wear cotton and soft material like kanga and unique material which were used to differentiate with other people and it were the garments which introduce the Tanzanian culture”.

4.3.13 Kind of design which organization provide

The study observed that the design which UWEL produce are kids design, men design, women design, babies design and accessories. Most of the UWEL customers are from outside the country they prefer to make cloth by using tradition garments.

To clarify explanation one staff said that: “Most of UWEL customers are from Denmark and German”.

4.3.14 Obstacles and barriers faced internally and externally on using tradition garments

Researcher intended to know the type of obstacles and barriers faced internally and externally on using tradition garments. The table 4.18 illustrated the data. 8(40%) respondents mentioned insufficient or competent human resources to be among challenges which UWEL face when managing the material on tradition garments. The table also indicates that 12 respondents (60%) mentioned budget constraint to be among Challenges which UWEL faced. No respondents mentioned material maintaining to be among challenges faced by UWEL when managing the material on tradition garments. And the materials which UWEL use are Kanga and Kikoi.

Table 4.18: Obstacle and barriers faced internally and externally on using tradition garments

Categories	Frequency	Percent
Insufficient/competent human resources(lack of procurement officer)	08	40
Budget constraint (Under Budget)	12	60
Poor methods of planning in the organization	0	0
Material maintaining	0	0
Total	20	100

According to respondents, UWEL being private institution entirely depends on the money from donor DANMISSION from Denmark in order to accomplish her functions and sales from Upendo shop. 20 respondents (34.5%) from this group explained that UWEL have been preparing the budget every year which is then sent to the donor for approval and there after the donor remit money. One respondent

(1.7%) The obstacles and barriers UWEL faced in using tradition garments also this group highlighted that “The donor has been providing less money compared to UWEL budget”. This has been influencing the procurement process and material consumption’. The respondent explained further despite allowing UWEL to prepare budget, the government provides ceiling which limit UWEL from provide extensive budget for effective accomplishment of her functions. It was revealed from the study that budget constrains due to less money provided to UWEL by the government results from frequent re- allocation of funds from one vote to another and in most cases the procurement and supply vote is severely affected. Two respondents (3.4%) explained that the donor has been reducing the amount of money budgeted for procurement and supplying of materials a situation which have been negatively influencing the maintenance and control of the material.

The researcher contends that this facilitates easiness with regard to accessing the needed materials from the stores. 19 respondents (12.1%) explained that use of software enables adjustment of order quantity and delivery. The response is in line with the responses explained in the above sections. The empirical review done to Sabrina (2014) mentioned the challenges faced in planning the material management were revealed that the presence of unskilled stores personnel; manual record keeping and the lack of segregation of duties. The study comes up with new challenges which were not mentioned on empirical review these are Budget and fluctuation of price items

Methods which UWEL use to manage material according to 30 respondents (51.7%) mention stock reviewed to be among method used by UWEL on course of

controlling material on tradition garments. It was reviewed from the study that for effective use of this method, UWEL designed a schedule to enable regular analysis of material on hand against projected future needs. According to 15 respondents (11.2%) the schedule is designed to enable the organization to have valid information with regard to items available in UWEL store in its centers one respondent narrated that”

The schedule is designed in to four in a year the stock counting is done every after three month”.

The respondent explained further that stock review is usually done by officers in cooperation with workshop leader. It was revealed from the study that quarterly report from each department is compiled and sent to the accountant for action. One respondent from this group narrates as follow:

“Frequent review of stock has been helping the management to have the required stock at the right time

“According to the respondent, there were no problems on the availability of materials in stock. Ten respondents (7.5%) explained that material review was the simplest material management method because it frequently uses manual efforts. According to 3 respondents (22.4%), about 67% of the review does not need IT and this provides the doubt of accuracy at the end of review. This response is in line with Collin (2014) who asserts that the use of IT in managing inventory provides 100% accuracy compared with the use of manual practices which provides not more that50% of accuracy. With regard to the use of this method the researcher contends that the employment of stock review helps the management is to identify a minimum stock level and this provides regular inventory inspections and recording of supplies to

meet the minimum level (Collin ibid)Mid and annual stocktaking policies was another method used by UWEL to manage material. According to 30 respondents (51.7%), UWEL have been using this method to determine the maximum and minimum level of material which is needed to be kept in all stores based on the requirements of each department and this is governed by the policies which are enacted from time to time.

It was revealed from the study that the method is used to harmonize the use and availability of material whereby once the deficit is recognized at one department within the network, immediately transfer of stock from other centre is done for stabilization. One respondent highlighted that

“When workshop department run out of material for items such as kitenge, kanga and kikoi The method helped us to identify department with maximum material and then these items were transferred from workshop department to Cutting room for solving the problem”

According to the respondent, the method plays a role of harmonization of the situation with regard to availability and utilization of materials in all departments. It was also revealed from the study that UWEL management has been setting the optimized re-orders levels to ensure constant availability of materials in tradition garments. This finding is in line with the assertion put forward by Jones (2012) that the maximum and minimum material policies is there to ensure that the supply of materials not to be allowed to fall and an average inventory level to ensure costs are within budget. Through observation the researcher contends that the methods have been Useful to UWEL since facilitated the constant availability of materials for immediate and future use.Eighteen (18) respondents (31.1%) mentioned just in time to be another method used by UWEL management to manage the material. It was

revealed from the study that the method enables UWEL management to analyze consumers' needs in which materials arrive as they are ordered for use by the needy. According to 5 respondents (8.6%) Out staff have been enjoying the employment of this method by getting types of materials which they need on time. One respondent contended that

“Look we requested for kanga for making new cloth yesterdayThe stores officer ordered them immediately after our request today we have received kanga”

The main customer for UWEL organization one respondent contended that

“Main customers are individual customer form outside the country tourist from Scandinavia country”

According to the respondent, the method is good in such a way that they have been able to get what they need on time from UWEL stores. The researcher conceives this as import since timely delivery of materials.

It was also revealed from the study that Just-In-Time it is research based method whereby UWEL uses stores officers to search affordable items under convenient costs. One respondent narrated that:

“Before doing actual procurement we are required to visit a number of supplies for Comparison purposes of their price items”

To examine the system of evaluation of material on traditions garments for efficiency and effective ways of managing material one of respondent she continued to narrate that

“. Calculations of ratios are important when determining the cost of required items against the volume of items required all of which lead to cost effectiveness outcomes”

The finding is in line with Lin and Song (2015) who argues that the higher the ratio the shorter the shelf life of the inventory and typically leads to higher procurement volume and profitability for companies with lower profit margins and that tracking demand patterns are one way to ensure material calculations are accurate and optimized (Chand, 2015).

Forty (40) respondents (86.2%) said that they were aware of the existence of material management at UWEL. They narrated that the use of material controls system at UWEL facilitated smooth, clear and effective control of ordering and use of materials on tradition garments. According to 10 respondents (20%) the employment of inventory controls system was among techniques employed by UWEL to accomplish its objectives which included provision of quality education and training as well as cost effective procurement (UWEL Annual Report, 2017).

According to 20 respondents (34.5%), prior to the inputs of material management system there was poor storage materials and important documents which apart from being destroyed it was very difficult trace them when needed. One respondent from this group narrated that:

“Today there is good ordering and storage of materials
the material control System is good and enables harmonization
of all materials in different storage systems in the organization”

The respondent continued to highlight that before the employment of the material control system the rate of obsolesces and destroyed materials continued to rise year after year and that resulted into the UWEL. Respondent responses were validated by the researcher.

4.3.15 The levels of controlling of tradition garments for better performance of the organization

According to 25 respondents (43.1%) easiness to track and remove from the inventory items needed by consumers was among effectiveness UWEL realized from the management of inventory control system. It was revealed from the study that good inventory setting and recording the incoming/outgoing materials in the stock. Two respondents (3.5%) explained that formerly tracking of item in stock used to take a day but today under the use of material management it is just 4 to 5 minutes. The level of controlling of tradition garments for better performance of the organization one of respondent narrated that:

“UWEL has to improve good inventory setting and recording the incoming/outgoing materials in the stock with the cooperation of the procurement officer and the staff in workshop department”

The empirical review done to Matimbwi (2014) the study found that The Company does not follow the policies and the procedure as it is established by the company. It was concluded that the use policies and procedure on material management will make the company to achieve its goals in efficiency way.

4.3.16 To assess effectiveness methods used to manage material on tradition garments

Respondents were asked effectiveness methods used to manage material on tradition garments. The findings indicate that the quality control was the best way to the organization and this was illustrated to the table 4.19

Table 4.19: Effectiveness methods used to manage the material on tradition garments

	Frequency	Percent
Making new product	02	10
Keeping material in the store room	07	35
Quality control	09	45
The use of software enables adjustment of order quantity and delivery	02	10
Total	20	100

Two (2) respondents (10%) mentioned achievement of correct data to be among the effectiveness of the management of material at UWEL by making new product. 7 (35%) respondents' findings show that the material was kept in the store. 9(45%) respondents use quality control to manage material. It was revealed from respondents that the use of software facilitated the achievement of collected correct data concerning the material in UWEL stock. Two respondent 2 (10%) explained that the use of software was a move initiated by UWEL management to ensure effective management of material. It was narrated that:

“Organization use software method to enables adjustment of order quantity and delivery, system help to have the accuracy data and simplify the whole process of adjustment”

The response was positively perceives by the researcher because in the prior sections, it was revealed from the study that UWEL management have been providing different training to employees to enable them to gain competencies in their respective areas of occupations at their workplaces.

Ten (10) respondents (17.2%) explained that the cost effectiveness of the management of the material was realized on the side of cost effectiveness. 17.2% of respondents explained having a central system of controlling the purchasing and supply of material, the overall cost in the procurement department. This has been

deeply explained in the previous section in this dissertation. It was revealed from the study that the use of material management resulted into buying in bulky under lower prices.

The 23 respondents (39.7%) explained that buying materials in bulky resulted into reduction of prices and mentioned the year 2015 when only 65.4% of the budgeted money for purchase of materials. Solving the problem of excess and obsolete was another effectiveness obtained by UWEL by effectively managing the material. It was revealed from the study that ability to determine the right amount of materials in stock and the amount to be supplied enabled out to control ordering of materials in excess. One respondent (0.7%) from this group highlighted that

‘..... “Whatever in the stock is known to UWEL management through this system?”

Way of implementation of material on tradition garments on organization for profitability of the organization one respondent narrated that:

” Ability to determine the right amount of materials in stock and the amount to be supplied enabled out to control ordering of materials in excess”

The researcher contends that this facilitates easiness with regard to accessing the needed materials from the stores. 10 respondents (17.2%) explained that use of software enables adjustment of order quantity and delivery.

The empirical review done to Kiwale (2019) the study found that, the storage /house/space should be not only being sufficient but also efficient for material storage purpose. The researcher suggested on the introduction of sufficient trained staff to carry out the stores operations effectively. He also recommended on the use of computers in material control, receiving, recording and material locations. Lastly

the researcher advised that there should be training Programme for material control staff so as to appraise their general performance on tradition garments.



Figure 4.1: Sample of tradition garments

4.4 Discussion of the findings

This section present the discussion of the main findings concerns with the material management on tradition garments. This includes the participation of organization in manage material of tradition garments. The findings indicate that, in Zanzibar respondents 20(40%) have knowledge of material management while 30(60%) respondents don't have knowledge of material management of tradition garments. Findings found that staffs are interesting to learn about material management, the problem is low budget to conduct training to the staff. Illiterate and non-expert's involvement in management, mishandling of materials and inability to use proper inventory modeling the site. Andikile (2014).Meanwhile in developed nations, each individual should have budget for attending training for increasing knowledge of material management.

4.4.1 Challenges faced organization in planning material of tradition garments for performance of organizational to reduce the operation cost

Several inferences were made based on the findings of this research, firstly it was seen that challenges faced organization in planning material on tradition garments for performance of organization to reduce the operation cost were insufficient / competent human resources, Budget constraints, fluctuations of items price and material maintaining. According to (Sabrina 2020) that the challenge faced the kanga kabisa firms were unskilled stores personnel; manual record keeping and the lack of segregation of duties. It is very important for UWEL to go through and to solve the challenge of Budget due to the many respondent 30 respondents this is equivalent to the 51.7 percent mentioned this challenge. While other challenge is less than 50% so the organization must work with budget constraint for performance of the organization.

4.4.2 Methods used by the Upendo women empowerment ltd to manage material of tradition garments.

The findings to this research on methods used were material review, mid and annual Stocking policies and just in time, analysis of material on hand against projected future needs. It was found by Madhavi (2013) analysis was done on site and management, Inventory Controlling, purchasing procedures, Procurement and Tracking and cost. Stocks were analyzed by FIFO (First in First Out method). Cost estimation was done by ABC analysis. From the analysis, data were driven and new appropriate technological implications were introduced like RFID (Radio Frequency Identification), PDA (Personal Digital Assistant) which helped us in a proper

scheduling and financial control. This similarity is noted due to cost estimation and mid and annual stocking policies are used to analysis material. The findings show that Material review is the best way the organization use to manage material 30repspondents equivalent to 51.7 percent respond on this method. And it has a good result to the organization. For better performance also organization may apply just in time because 18 respondents equivalent to 31percent suggest this method.

4.4.3 The level of controlling of tradition garments for better performance of the organization

The findings of this was revealed from the study that good inventory setting and recording the incoming/outgoing materials in the stock, tracking of item in stock used to take a day but today under the use of material management it is just 4 to 5 minutes.

The empirical review done to Matimbwi (2014) the findings found that The Company does not follow the policies and the procedure as it is established by the company. It was concluded that the use policies and procedure on material management will make the company to achieve its goals in efficiency way. There is similarity between the empirical review and findings.

4.4.4 To assess the effectiveness of the methods used to manage the material of tradition garments at Upendo Women Empowerment ltd

This finding indicates that Organization will have a good performance once will use the recording the incoming/outgoing materials in the stock. 25 respondents equivalent to 43 percent agree on this level of controlling for better performance of the organization.

It was revealed from respondents that the use of software facilitated the achievement of collected data concerning the material, it was revealed from the study that the use of material management resulted into buying in bulky under lower prices. Solving the problem of excess and obsolete was another effectiveness obtained by UWEL by effectively managing the material it was revealed from the study that ability to determine the right amount of materials in stock and the amount to be supplied enabled out to control ordering of materials in excess.

The empirical review done to Kiwale (2019) the study found that, the storage /house/space should be not only being sufficient but also efficient for material storage purpose. The researcher suggested on the introduction of sufficient trained staff to carry out the stores operations effectively. He also recommended on the use of computers in material control, receiving, recording and material locations. Lastly the researcher advised that there should be a training programme for material control staff so as to appraise their general performance on tradition garments. For good performance of the organization Buying in bulky under lower prices it is very important de to 28 respondents suggest this way followed by The use of software enables adjustment of order quantity and delivery were by 10 respondents advice this is very important due to the technology was quickly way to solve any problem in any organization.

Therefore, the results of this project observed by Sabrina and Mohave (2004) that the performance of the organization that the higher the ratio the shorter the shelf life of the inventory and typically leads to higher procurement volume and profitability for

companies with lower profit margins and that tracking demand patterns are one way to ensure material calculations are accurate and optimized.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a summary of the main findings, implications of the findings, conclusion, recommendations, limitations and suggested areas for further studies.

5.2 Summary of the main findings

It was revealed from the study that there were challenges which UWEL faced on course of managing material on tradition garments. According to the findings, the challenges included: Budget constraint, insufficient/competent human resources, Findings indicated that UWEL being private institution entirely depends on the money from the donor in order to accomplish her functions. According to the findings, UWEL have been preparing the budget every year which is then sent to the donor for approval and there after the donor remit money. It was revealed from the study apart from UWEL preparing budget, the donor provides ceiling which limit UWEL from provide extensive budget for effective accomplishment of her functions. It was revealed from the study that budget constrains due to less money provided to UWEL by the donor.

Findings revealed and some of officers in the department of procurement were IT shy and they face problem when using a number of procurement software which are used in managing the material of tradition garments. It was revealed from the study that respondents were aware of the methods which are employed by UWEL on course of managing the material of tradition garments. They explained that the employment of

material management was among techniques employed by UWEL to accomplish her functions and that the adoption of the material management solved problems such as poor storage materials and ordering materials in excess. It was further revealed from the study that types of methods employed by UWEL to manage the inventory were: Stock review, mid and annual stocking policies and Just-in- Time.

Findings indicated that for effective use of this stock review method, UWEL designed a schedule to enable regular analysis of items in stock that is stock on hand against projected future needs. The schedule was explained to be designed to enable the organization to have valid information with regard to items available in UWEL stores in its department. It was revealed from the study that quarterly report from each centre is compiled and sent to UWEL accountant for action. According the findings, through the IT system the management of stock review information from UWEL is easily analyzed and managed. Findings indicated that stock review involves a regular analysis of stock on hand against projected future needs.

UWEL by effectively managing the material. It was revealed from the study that ability to determine the right amount of materials in stock and the amount to be supplied enabled out to control ordering of materials in excess. It was also revealed from the study that easiness to track and remove from material items needed by consumers was among effectiveness UWEL realized from the management of material. It was revealed from the study that good material setting and recording the incoming /outgoing materials in the stock. Two respondents (1.4%) explained that formerly tracking of item in stock used to take a day but today under the use of material management it is just 4to 5 minutes. The researcher contends that this

facilitates easiness with regard to accessing the needed materials from the stores. Most of clothes which UWEL are making are kids wear, Women wear and Baby wear and few for men wear.

Findings revealed that the management of the material resulted into effectiveness with regard to the management of material. The effectiveness was revealed to be in areas such as: Achievement of correct data, cost effectiveness, buying in bulky under lower prices, solved the problem of excess and obsolete, easiness to track and removing from the inventory items needed by consumers and the use of software enables adjustment of order quantity and delivery.

It was revealed from the study that the achievement of correct data was among of the effectiveness of the management of material of tradition garments at UWEL. According to the findings the use of software facilitated the achievement of correct data concerning the material in UWEL stock. It was also revealed from the study that the effectiveness of the management of material was realized on the side of cost effectiveness and that having a central system of controlling the purchasing and supply of material, the overall cost in the procurement department. It was revealed from the study that the use of material resulted into buying in bulky under lower prices and that under the control system UWEL was able to determine the amount of materials to be procurement for a given period.

5.3 Implications of the findings

After the analysis and interpretation in chapter four, several implications followed and resulted in the following observations and suggestions. Evidence has shown that

effective material management and control contribute to the organizational performance or success. The research work had come up with the following summations: Stock taking and stock checking of materials should be implemented in the organization for effective planning methods of material management. The company has to establish an efficient communication system in the organization to ensure that the information required are communicated at the right time and to ensure that decisions based on stock control are trusted and implemented. However, this study was able to establish that effective materials management contribute to the success of 5 up bottling company, Upendo women Empowerment ltd the case study.

5.4 Conclusion

Effective performance of organization can be achieved via effective management of materials of tradition garments with particular attention to sourcing, receiving, storing and issuing materials, properly planned, stock taking and proper stock checking are essential for effective material management, enough budgets from donor. The waste of materials should also be minimized throughout the production stage in order to avoid loss of profit. It is concluded that the management of inventory is very important in any institutions which is operating under cost effectiveness mode. It is also concluded that for effective management of material competent human resources are essentially required. It is also concluded that the management if the material management cannot be effective without the availability of IT facilities and equipment and this facilitates the necessity of effective funding for the department of procurement. This research paper found out that there is a

significant relationship between materials management and the performance of the organization to achieve profitability.

5.5 Recommendations

From the foregoing investigations and findings the following recommendations were offered with the hope that they will help in improving the efficiency of the company and also increase their profitability.

5.5.1 Recommendation for immediate action

1. UWEL should establish many methods for effectiveness of material management
2. UWEL management should do deliberate efforts to solve challenges and to use software enables adjustment of order quantity and delivery.
3. The manager must ensure that necessary materials are supplied to the department at the right time, so as to ensure effective and efficient operation in the organization.
4. The store officer must ensure regular inspection of the stores especially areas in which materials are stored and handled.
5. Automated material handling system should be adopted to avoid damages, pilferage and deterioration of material.
6. Adequate safety and security of staff in the store, factory and other departments must be ensured (i.e. protective clothing e.g. gloves, goggles, and helmet etc.) must be used when needed so that maximum productivity can be attained.
7. The storekeeper must ensure that unused materials are carefully disposed e.g. Piece of cloth.

Materials should be tested by a qualified control employee before being placed in the store. If the above recommendations are implemented in the organization, it will assist the organization in the management and control of materials and also guarantee of effective and efficient use of material in the organization.

5.6 Limitations of the study

One of the most important limitations was the time period. The time period was not sufficient to cover all details. As the tools were used were interviews and questionnaires. Most of the respondents were adult and they took a long time to fill in questions. Unwillingness from the part of some consultant and non-consultant to respond to the questionnaires. The researcher may be mistaken as an agent or representative because the respondents think that researcher will miss use response given by them. Therefore, they sometimes give incorrect answer. The limitation of this study in the aspect of gathering data is due to the reason of the Covid-19 pandemic, in which the close physical contact is still strictly prohibited and is needed in order to maintain the social distancing policy to avoid the rapid increase of cases.

5.7 Recommendation for further studies

Since the study aimed at assessing the impact of material management on tradition garments in Urban West Region Unguja a case study at Upendo women empowerment ltd. It will be crucial that if other researchers will work on the importance of using Computer system in the firm to restore and adjust material of tradition garments toward the improvement of organization profitability in Zanzibar.

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APPENDICES

APPENDEX 1: Questionnaires for Respondents

Dear respondent, my name is Niwaeli Amani Justine, pursuing Master degree of project management of the Open University of Tanzania. I am doing research on Local Community Participation in Zanzibar, case study at Upendo Women Empowerment Ltd. The purpose of the study is to assess the impact of material management on tradition garments for performance of the organization.

You are kindly requested to give your responses for each question to the best of your knowledge. Your answer will be treated strictly confidential and for academic purpose only.

SECTION A: Personal and Demographic Questions.

1. Gender:

- A. Female
- B. Male

2. Education level

- | | |
|------------------------------------|--|
| A. Less or equal to Standard seven | <input data-bbox="879 1547 970 1615" type="checkbox"/> |
| B. Secondary Education du | <input data-bbox="879 1630 970 1697" type="checkbox"/> |
| C. Certificate in any training | <input data-bbox="879 1713 970 1780" type="checkbox"/> |
| D. Diploma | <input data-bbox="879 1796 970 1863" type="checkbox"/> |
| E. First degree | <input data-bbox="879 1879 970 1946" type="checkbox"/> |
| F. Master degree | <input data-bbox="879 1962 970 2029" type="checkbox"/> |
| G. PhD | <input data-bbox="879 2045 970 2112" type="checkbox"/> |

3. Work experience

- A. Not less than 3 years
- B. 4 to 17 years
- C. Above 18 years

4. What is material management?

- A. It is control and planning of material
- B. It is Cross checking of material from ordering point to the production
- C. Is a process for planning, executing and controlling field and office activities in production area?
- D. All three above

5. What type (s) of tradition garments you are using?

- Kanga
- Kitenge
- Kikoi
- All of the above

6. What type of clothes are you making?

- A. Kids wear
- B. Women wear
- C. Baby wear
- D. Men wear
- E. Any other describe

7. What are the problems you have experiencing on tradition garments material?

- A. Ordering cost
- B. Shipping cost
- C. Arbitrary cutting in the cutting room
- D. Delaying of material from the supply
- E. Long Queue (long waiting line
- F. Government regulation in tax payment
- G. Supply to provide material that I am not satisfied with
- H. Describe other problems, please mention them

(i).

(ii).

8. Do you think there are any ways to solve the challenge you meet in using material?

- A. Yes
- B. No

If YES, Mention them

(i).

(ii).

To determine the effective way of planning of material management on tradition garments for performance of organizational to reduce the operation cost.

What is your challenge you faced in planning material management on your organization?

- A. Under budget
- B. Lack of procurement officer
- C. Poor Methods of planning in the organization
- D. Other i.
 ii.

What is your plan of material management on your organization?

- A. Keep record on the stock card
- B. Meeting with procurement manager
- C. Meeting with cutting room leader.

How do you order material?

- A. After using all from the store
- B. Once the customer wants to place order
- C. After receiving order
- D. Other

Does your plan of material on your organization help you?

- A. Yes
- B. No
- C. If YES / NO how

What are methods used to plan material in your organization for better performance?

.....
.....
.....

To evaluate the ways of managing material of tradition garments on organizational for profitability of the organization.

1. How do you use the remaining material?

Making new product

Leave it on the store

For cleaning the dust on the room

Other

2. Where do you keep your material?

Store room

Workshop

Administration office

Other

3. Do you do quality Control?

Yes

No

If YES, how

4. When do you do quality control?

Daily

Weekly

Monthly

Quarterly

To examine the level of controlling of tradition garments for better performance of the organization

Where does the organization record material?

- System only
- Stock card
- Store room
- Other

Who request material to the work shop?

- Anyone who want to make cloth
- Work shop leader
- Cutter

OtherWhen do you do stock counting?

- Daily
- Weekly
- Monthly
- Quarterly

What is Stock Counting?

- Process of counting all sock in the store only
- Process of counting all stock which are found in the organization for adjustment of material
- Process of removing material outside of the organization
- Other meaning

How do you control your material in your organization?

By using stock card

By ordering in abundance from the supply

By requesting from store room

Other

.....

To examine the system of evaluation of material on tradition garments for efficiency and effectively ways of managing material

How do you face challenge of material management in your organization?

Through management meeting

Through sales from the shop

Through staff talks?

Other

Do the staffs have enough knowledge on material management?

All

Women only

Manager and accountant only

No one knows about material management.

When is the time for customers' evaluation?

Daily

Weekly

Monthly

Quarterly

Do you think your organization has effective methods of material management?

Yes

No

If NO, why

Thank you very much


Dear respondent, my name is Niwaeli Amani Justine, pursuing Master degree of project management of the Open University of Tanzania. I am doing research on Local Community Participation in Zanzibar, case study at Upendo Women Empowerment Ltd. The purpose of the study is to assess the impact of material management on tradition garments for performance of the organization. You are kindly requested to give your responses for each question to the best of your knowledge. Your answer will be treated strictly confidential and for academic purpose only.

APPENDEX II: Interview questions

1. When did your firm start using traditional garments material?
2. What kind of design do you provide?
3. What are the obstacles and barriers you face internally and externally by using tradition garments?
4. Does the organization have effective way of planning of material management on tradition garments for performance of organizational to reduce the operation cost?
5. What are ways of implementation of material on tradition garments on organizational for profitability of the organization?
6. What are the levels of controlling of tradition garments for better performance of the organization?
7. Does the organization have system of evaluation of material on tradition garments for efficiency and effectively ways of managing material?

APPENDEX III: Research Clearance letter

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P.O. BOX 239
ZANZIBAR.**

RE: RESEARCH CLEARANCE.

The open university of Tanzania was established by an act of Parliament no. 17 of 1992. The act became operational on the 1st march of 1993 by public notes No. 55 in the official Gazette. Act number 7 of 1992 has now been replaced by the open university of Tanzania charter which is in line the university act of 2005. The charter become operational on 1st January 2007. One of the mission objectives of the university is to generate and apply knowledge through research. For this reason staff and students undertake research activities from time to time.

To facilitate the research function, The vice chancellor of the Open University of Tanzania was empowered to issue a research clearance to both staff and students of the university on behalf of the government of Tanzania and Tanzania Commission of Science and Technology.


The purpose of this letter is to introduce to you NIWAELI AMANI JUSTINE (PG 201802689) MASTER OF PROJECT MANAGEMENT, Student at Open University of Tanzania.

By this letter NIWAELI AMANI JUSTINE has been granted clearance to conduct research in the country. The title of her research is "THE IMPACT OF MATERIAL MANEGEMENT ON PERFORMACE OF TRADITIONAL GARMENTS FIRMS IN ZANZIBAR."

The research will be conducted at URBAN DISTRICT


The period with this permission has been granted is from 15th of September, 2020 to 26th of September, 2020.

In case you need any further information, please contact the deputy vice chancellor (Academic); The Open University of Tanzania, P.O. BOX 23409, DAR ES SALAAM,
Tel: 022-2- 2668820 We thank you in advance for your cooperation and facilitation of this research activity.

Yours Sincerely,


DRC: SALMA OMAR HAMAD.

APPENDEX IV: Research permit letter



URBAN MUNICIPAL COUNCIL

Tel: 2230058
 Fax: 0242238319
 Email: westbmanispal@hotmail

Municipal council of district
 P.o.box 2220,
 Zanzibar,
 13th of September, 2020.

Ref/ om/112/2020
 To
 Niwaeli Amani Justine,
 Research students,
 Open University of Tanzania College,
 Bububu road,
 P.o.box 2599
 Zanzibar.
 13th of September, 2020.

SUBJECT: PERMISSION FOR CONDUCTING RESEARCH AT URBAN WEST ABOUT PROJECT MANAGEMENT.

Dear Miss Niwaeli,

Please refer your letter of 10th. September. 2020 about conducting research at urban west on project management.

I am pleased to inform that I give you permission in respect of your research request of studying. Your research will be conducted at urban west in Mkunazini wards and amani wards. The research will be conducted at Upends women empowerment limited in two weeks from 15th of September to 26th of September 2020. Your initiative is applicable and I promise to support you at all

Wd  research.

Maryam A Juma