Effect Of Logistics Management Practices On Organisational Performance In Rwanda - A Case Of Gorilla Logistics Limited

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***Abstract*- The objective of the research was to examine the effect of logistics management on the performance of Gorilla Logistics Limited in Rwanda. The specific objectives were to assess the effect of logistics information system on the performance of Gorilla Logistics Limited in Rwanda, to find out the effect of order process management on the performance of Gorilla Logistics Limited in Rwanda and to find out the effect of transport management on the performance of Gorilla Logistics Limited in Rwanda. The research used descriptive and correlational research designs with the study sample size of 104 respondents who were involved in day to day logistics management of Gorilla Logistics Limited in Rwanda. Respondents were selected using both simple and purposive sampling techniques. The data were collected using questionnaires and were analyzed using percentage, mean and standard deviation. Regression analysis was also used to test the hypothesis of the research. The findings obtained from H0(Null Hypothesis) 1 showed that the F-test value was 61.384 with significant value of 0.000 at 0.05 level of significance; the p value was <0.05, the F-test was significant; hence we conclude that model was good. Therefore, we cannot accept the Ho1 which stated that there is no significant effect of logistics information system on the performance of Gorilla Logistics Limited in Rwanda. Finding from H02 showed the F-test value was 803.254 with significant value of 0.000 at 0.05 level of significance; as the p value obtained was <0.05, the F-test was significant, hence we conclude that model was good. Therefore, we cannot accept the Ho2 which stated that there is no significant effect of order process management on the performance of Gorilla Logistics Limited in Rwanda. Finding from H03 showed that the F-test value was 129.093 with significant value of 0.000 at 0.05 level of significance, while the p value obtained was <0.05, the F-test was significant; hence we conclude that model was good. Therefore, we cannot accept the H03 which stated that there is no significant effect of transport management on the performance of Gorilla Logistics Limited in Rwanda. Overall finding from Ho4 showed that the F-test value was 363.022 with significant value of .000 at 0.05 level of significance, while the p value obtained was <0.05, the F-test was significant, hence the conclusion that model was good. Therefore, the researcher cannot accept the Ho4 which stated that there is no significant effect of logistics management on the performance of Gorilla Logistics Limited in Rwanda.**

Keywords: **effect, logistics, management, organizational performance.**

1. INTRODUCTION

Logistics Management is important for integrating organization's performance with supply chain process to enable an improvement made on the customer adherence. Form the perceptive view, Logistics management vividly affect the organizational performance and have been leveraged with order processing management, inventory management, shipping management, handling management, and packing, and capacity network design are all things for consideration and have major impacts on customers satisfaction (Chiarini et al., 2015).

Studies have been emerged over the last decades to investigate the role of logistics management in meeting customers' needs and requirements (Nyaberi et al., 2014). The fundamental postulation of this trend of research is that the successful management of different logistics activities including transportation management, order process management, logistics management information system, inventory management, warehousing operations, material requirement planning ,purchasing, quality control, physical distribution of final outputs, handling and packaging processes has a vital role in creating and enhancing the organizational competitiveness (Cavinato et al., 2012).

Logistics play a pivotal role in supporting organization as they strive for more efficient management system as in the business practices. Inefficient management system together with the inefficient internal management would disable the organization to react the demand of customers with the lowest price at the shortest feasible time frame including the quality level which doesn't meet the customer expectation and would like the organization to the competitive disadvantage situation against the rivals (Cozzolino, 2012).The ability to efficiently, inexpensively, and effectively convey goods (logistics) is viewed as critical to commercial success as well as a country's stability and capacity to compete in the globalized economy (Debela, 2013).

The logistics management become globalised in order to gain new and reach large markets in understanding the major products to be effectively produced and by use of competent technologies across the geographical boarders (Boonpattarakan et al., 2022) the major objective target of the logistics management is to provide the right quality products in right time in the right place at right price under information sharing to final consumers (Ristovska et al., 2017). Adebayo (2012) described logistics management to ensure company effective management promotion with the improved organisational performance that can simply be applied as divided key activities and support activities (Ballou, 2007). Mundia et al., (2015) noticed that organisations considered various approaches to ensure market competition attainment while enhancing logistics management service capabilities in order to assist in reducing the internal costs and improving the competitive to attain markets and all around the world(Boonpattarakan et al., 2022). The significance of management practice can be functional in organization under logistics management and ensures business organization with operations in terms of cost, efficiency for the sake of increasing company's business activities in order to enable customer gain value for their money and reduce uncertainties in the industry of Logistics management

Africa continent is not performing well in practice of logistics compared to other continents as the report confirmed that from World Bank the top four countries were from Europe, the fifth one was from Asia however, the bottom five were all from Africa (World Bank Group, 2017). Consequently, in Africa, as cited by (Mwangi & Nyambura, 2015). The reports show less concern about logistics management practice in African countries.

The logistics management in Rwanda also involve the participation of Logistics companies whereby Gorilla Logistics Limited is among; Gorilla Logistics Limited is a regional Freight Forwarding Company that opened shop in Rwanda in 2008. The company has demonstrated how commitment and skilful application of knowledge can translate into eloquent performance as reflected in the award the company won recently. The token of recognition is a telling register of its path of growth to delivering services in Logistics management.

The company is responsible for undertaking export/import cargo arrangements on the clients' or shipper's behalf at seaports, airports and other transit points. It is also responsible for collection of freight, collection and issuing bill of ladings, notification of arrival and loading of goods, customs, and import & export documentation among many other services.

The company also has engaged in transportation of cargo in new partnerships with other companies in this field to provide the most efficient means of transport across borders. It provides advisory services to its clients concerning changes in tax.

2. STATEMENT OF THE PROBLEM

Logistics is an important component of supply chain management and it performs important role that result into a good reputable organizational performance. This requires a strong logistics management skill to drive efficiency management systems in the business environment. However, Incompetent Logistics management system and inactive internal logistics management team harm and destroy organizational performance to achieve the customers' expectations in relation to affordability with lowest prices at shortest viable time set including inaccuracy quality levels to meet customers' needs which in turn may lead organization to the competitive Advantage situation against the rivals (Cozzolino, 2012).

Logistics plays a critical role in assisting businesses in achieving more efficient management processes. In business practices, an inadequate logistics system combined with poor internal management will make it difficult for a firm to respond to customer demands at the lowest possible cost in the shortest possible time frame, including a quality standard that fails to match customer expectations, putting the company at a competitive disadvantage over its rivals. (Nyaberi et al., 2014).Lack of professionalism and poor logistics management ethics may culminate into the failure of management system including misuse of financial resources in inappropriate allocations for example unnecessary transport costs, warehousing budgetary, un necessary inventory exercise, wrong order processing of commodities, and logistics management information system related problems are the elementary problem that faces different organization (Rahul, 2005).

Gorilla Logistics Limited. began operating in Kigali, Rwanda, in 2007. Since then, it has expanded to include branches at the Kanombe International Airport, the Gatuna office bordering Uganda, the Rusumo office bordering Tanzania, the Gisenyi office bordering the Goma/DRC, and the Rusizi office. It is a regional Freight Forwarding Company that opened shop in Rwanda in 2008. Starting with just 3 employees (a managing director and 2 staffs), the company has demonstrated how commitment and skilful application of knowledge can translate into eloquent performance as reflected in the award the company won recently.

Many factors hinder and affect Logistics management and performance include delivery delays, Warehouse errors, errors in logistics, inefficient inventory, fragmented information sharing system, Transport costs such as deregulation, competitive pressures, information technology, globalization, profits leverage, contributed to the increase of Logistics management in the form we know it today (Ittmenn et al., 2010).

In Rwanda there are few studies were done on logistics management and organisational performance, none of them focussed on gorilla Logistics Rwanda, thus data gap. This study intends to fill this gap by conducting a research study on the Effect of logistics management practices on organizational performance in Rwanda, A case of Gorilla Logistics Limited.

3. LITERATURE REVIEW

3.1. Logistics Management

Logistics management is looked to be a part of supply chain management that encompassing: plans, implementation, and controlling the efficient, effective forwarding and occurrence that may happen in reverse flowing of storage goods, services and relate information between the point of origin to the point of consumption to be able to comply with customer needs. Logistics operation encompasses inbound and outbound transportation, Fleet management, warehouse management and material handling and other related logistics services providers (David, 2011). Tilokavichai et al., (2011) emphasizes that effective logistics management provides the right product in the right place at the right time therefore, it becomes the reason why much attention must be received from perspective view backwards past decade involved practitioners and governments to improves overall performance of logistics management.

3.2. Order process management practices and organizational performance

Order processing is described as an accumulative task with intent of fulfilling the order processing of goods and services placed to customer and information flowing via logistics system. The significance of information is to attain the liable logistics performance, however various aspects of information flow were critical to operation logistics hence the order processing becomes that of primary importance (Bowersox et al., 2010). From this perspective view, order processing is all about identifying the collective responsibilities associated with substantial order for goods and services sited by the customer.

The importance of truthful information to achieving superior logistical performance had historically been underappreciated. While many aspects of information were critical to logistics operations, the processing of orders was of primary importance (Bowersox et al., 2010). Failure to fully understand this importance resulted from not fully understanding how distortion and operational failures in order processing impact logistical operations(Bowersox et al., 2010).Order processing is the term used to identify the collective tasks associated with fulfilling an order for goods or services placed by a customer (Stevenson, 2009). Order processing commences with an acceptance acknowledgement from a customer and it remains in vain until the receptions of orders by the customer are completely takes place (Stevenson, 2009).

3.3. Logistics information system practices and organizational performance

Logistics information system is a computer aided information system based on supporting logistics management in coordinating and management aspects in fleet scheduling, inventory renewal and flow planning (Chang et al., 2007). From the perspective view point on logistics information system partakes in automated decision-making processes and achieve the highest amount of efficiency with lower errors and moderate costs hence collectively increase the profits and operational efficiency of logistics management (Hofenk et al., 2011).

Apparently, the benefits of using the logistics information system (LIS) supports logistics management in logistics operation on the daily basis are seen through seven kinds LIS application and include; load planning system, terminal management system, vendor selection system; warehouse management system; financial management system, electronic customer relationship management and transportation management system (Shi et al., 2011).

3.4. Transport Management practices and organizational performance

Transportation is described as the all chain of active encompasses the process of moving or shipping goods either raw materials or finished products from suppliers to designated warehouse as sales location (Kenyon & Meixell, 2011). The overwhelming activities of transportation management is to link road network sourcing locations with esteemed customers at the lowest conceivable cost within the constraints of customers service policy (Ensermu, 2013). From perspective view of transportation, transportation covers the important role in the supply chain performance as result of movement of goods, without the efficiency and effective movement of either raw materials or finished goods, the entire transports system would be disabled and harmed. Therefore, transport is key component in supply chain in given organization to achieve its performance.

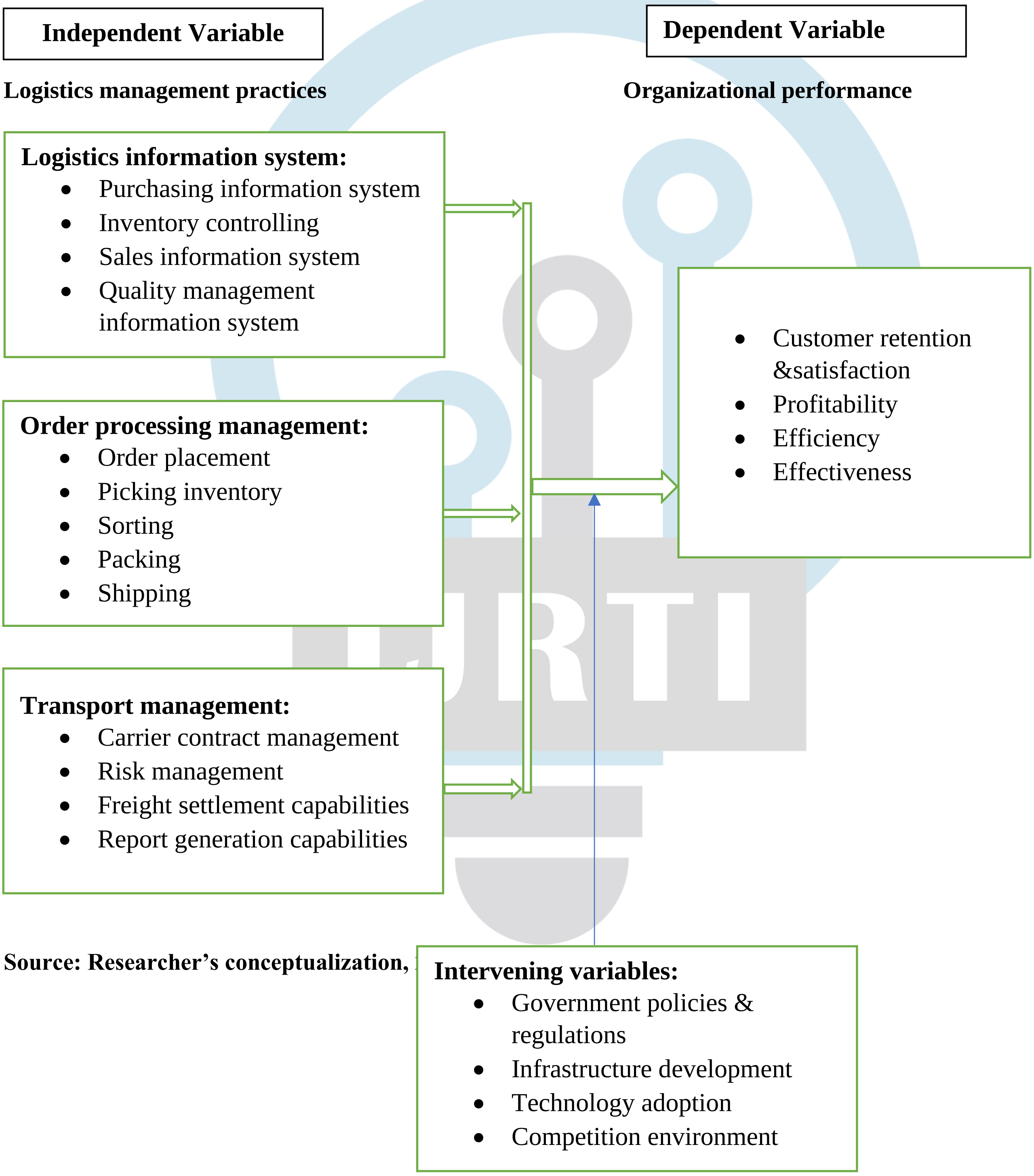
3.5. Organizational performance

Organizational performance is termed and used to explicate the definitive dependent variable of the research on dependability of the choice of the research area by the researcher in the managerial concerns. This becomes a paramount important in wide ran wide range while permitting the scholars, researchers and top managers to evaluate companies over time and compare them to competitors or rivals (Richard et al., 2009), Scholars mentioned about distinguished magnitudes of organizational performance measurement and, mostly financial markets indicators were used towards in measuring organizational performance (Li et al., 2014).

4. CONCEPTUAL FRAMEWORK

The integration of an organization's performance with the supply chain process is made possible by logistics management, which helps to increase customer adherence. The framework hereunder presents the relationship between independent variable (logistics management practices) and dependent variables (organizational performance).

Figure 1: Conceptual framework of the study



Source: Researcher's conceptualization,

5. METHODOLOGY OF THE STUDY

This section describes in full the procedures and methods utilized to verify the validity of the study's assumptions and objectives. It displays the demographic and sample size, sampling strategies, instruments for gathering data, and procedures for processing and analyzing data.

5.1. Research design

The study adopted descriptive and correctional design with quantitative and qualitative approaches. Descriptive research intended typically describes and report the way things look like relying on knowledge that case studies are suitable for assessing the process by which activities are described. The design used qualitative and quantitative approaches. Qualitative research used interviews and a quantitative approach used descriptive statistics and correlation design was employed for variables. These approaches were considered to ensure the researcher analysed relevant information concerning people's opinions about the variables under study.

5.2. Study population

Target population was the entire combination of respondents for designated set of criteria called the universe, is the set of people. All Logistics management in the organisation constitute 140 workers that are stipulated in the following departments of which include Logistics Department, Operation Department, Finance Department, Customer services and Transport Department.

5.3. Sampling technique

Sampling technique is method that a researcher used to gather the people, places or things to study. Normally a sample is small unit chose from the entire population to represent it to ensure properties to be studied obtain the information that covers the whole. The researcher used both simple random and purposive sampling approaches to select respondents.

5.4. Sample size

This study has adopted the sample size calculation formula of Slovin, (1980) as reported by Kayiranga, (2015). The sample was calculated from all concerned departments in Gorilla Logistics.

$$n = \frac{N}{1 + N * (e^2)} = \frac{140}{1 + 140 * (0.05)^2} = 104\, respondents$$

Where**:** n: Sample size, N: Population size and e: margin error with 95% confidence interval.
By applying the Slovin's formula, the sample size is 140 respondents of N=140 and e=0.05 (5%) as below:

Table 1: Population and Sample Size Distribution

Professional Details	Target Population	Sample size
Logistics Department	20	20
Operation Department	12	8
Finance Department	10	8
Transport Department	80	52
Total	**140**	**104**

Source: Primary data, 2023

5.5. Data collection instruments

As this research study was based on the primary and secondary data collection, first-hand information collection as primary data and second-hand information, therefore in study, questionnaire and interview instruments were employed on primary data and then Documentary instrument was also used to review the sources of information including internet source as the service provider of information for secondary data that was regarded as second information obtained for the study that entitled on Effect of logistics management on organisational performance, A case of Gorilla Logistics Limited, Rwanda

Quantitative data was gathered using questionnaire. The questionnaire was administered to the population. Questionnaire was designed in Likert Scale form: "Strongly disagree (1), Disagree (2), Not Sure (3) Agree (4) and Strongly agree (5)".

Table 2: Evaluation of Mean

Mean	Evaluation
1.00 -2.49	Very weak
2.50 -3.49	Weak

3.50 -4.49	Strong
4.50 - 5.00	Very Strong

Source: Aggresti (2009)

5.6. Data analysis

Both Descriptive statistics, inferential statistics (Bivariate Correlation analysis) and linear regression model was used to analyze the information collected. Descriptive statistics such as frequency tables and percentages were used to present many characteristics for the data set. Mean and standard deviation were also used to give a clear understanding of the research interpretations for clear and easy understanding of the phenomenon under study.

Correlation analysis and regression model were used to analyse the data; SPSS (Statistical Package for Social Sciences version 22.0) computer software was used to process the whole analyses of the findings from Gorilla Logistics Limited (the field work). Therefore, inferential statistics including Pearson correlation test and multiple regression analysis were used to develop the relationship between the independent variables and the dependent and intermediate variables. Regression is a statistical technique to determine the linear relationship between two or more variables. Regression is primarily used for prediction and causal inference. Thus, it is the determination of statistical relationship between two or more variables reference as the regression model below:

$Y = \beta 0 + \beta 1X1 + \beta 2X2 + \beta 3X3 + \varepsilon$

Where: Y = Organizational performance; β0 = constant; β1, β2, β3 = regression coefficients; X1 = Logistics information system; X2 = Order processing management; X3 = Transport management; ε = error term.

6. FINDINGS

Both correlation analysis and a linear regression model were used to create the inferential statistics, as described in the methods section. The relationship between the independent variables and the dependent variables was examined using Pearson's correlation. Additionally, Pearson's correlation coefficients (r) show if there is a positive or negative association and range from -1 to +1.

Table 3: Correlations of logistics information system and organizational performance

		Logistics information system	**Organizational performance**
Logistics information system	Pearson Correlation	1	.613**
	Sig. (2-tailed)		.000
	N	104	104
Organizational performance	Pearson Correlation	.613**	1
	Sig. (2-tailed)	.000	
	N	104	104

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

Source: Primary data, 2023

Table 3 above shows that there is a positive and significant relationship between logistics information system and performance of Gorilla Logistics Limited as represented by Pearson correlation coefficient ($r = 0.613^{**}$, N = 104, p = 0.01).

Table 4: Correlations of order processing management and organizational performance

		Order processing management	**Organizational performance**
Order process management	Pearson Correlation	1	.942**
	Sig. (2-tailed)		.000
	N	104	104
Organizational performance	Pearson Correlation	.942**	1
	Sig. (2-tailed)	.000	
	N	104	104

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

Source: Primary data, 2023

Table 4 above shows that there is a positive and significant relationship between order process management and performance of Gorilla Logistics Limited as represented by Pearson correlation coefficient ($r = 0.942^{**}$, N = 104, p = 0.01).

Table 5: Correlations of order processing management and organizational performance

		Transport management	Organizational performance
Transport management	Pearson Correlation	1	.747**
	Sig. (2-tailed)		.000
	N	104	104
Organizational performance	Pearson Correlation	.747**	1
	Sig. (2-tailed)	.000	
	N	104	104

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

Source: Primary data, 2023

The table 5 above shows that there is a positive and significant relationship between transport management and performance of Gorilla Logistics Limited as represented by Pearson correlation coefficient ($r = 0.747^{**}$, N = 104, p = 0.01).

Table 6: Model Summary

odel	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.957a	.916	.913	1.83563

a. Predictors: (Constant), Transport management, logistics information system, order processing management

Source: Primary data, 2023

From the table 6, the model had a correlation of 0.957 positive strong correlation between dependent and independent variables. The model had adjusted R^2 of 0.916, implying that logistics information system, order process management and transport management explain 91.6% of the changes in performance of Gorilla logistics Limited in Rwanda, while the remaining 8.4% changes in the performance of Gorilla logistics Limited in Rwanda are results of other factors that are not captured by the model. Likewise, the results of the interview with the department heads at Gorilla Logistics Limited. showed that 60% and 40% of those surveyed highly agreed and agreed, respectively, that logistics management had a significant impact on the performance of the company during the previous years.

Table 7: Analysis of Variance (ANOVAa)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3669.661	3	1223.220	363.022	.000b
	Residual	336.955	100	3.370		
	Total	4006.615	103			

a. Dependent Variable: Organizational performance

b. Predictors: (Constant), Transport management, Logistics information system, Order process management

Source: Primary data, 2023

The findings from the ANOVA help in indicating the weakness or strength of the model. According to Cohen and Sayag (2015), an insignificant F-test indicates a weak regression model. From findings obtained in table 7, the F-test value was 363.022 with a significant value of 0.000 at a 0.05 level of significance. In fact, since the p value obtained was <0.05, the F-test was significant; hence we conclude that model was good. Therefore, we cannot accept the Ho4 which stated that there is no significant relationship between logistics management and the performance of Gorilla logistics Limited in Rwanda.

Table 8: Summary of Coefficientsa

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.

		B	Std. Error	Beta		
1	(Constant)	.692	1.407		.292	.002
	Logistics information system	.051	.046	.043	1.106	.001
	Order processing management	.811	.043	.819	18.669	.000
	Transport management	.209	.036	.229	5.829	.000

a. Dependent Variable: Organizational performance

Source: Primary data, 2023

Table 8, provides the summary of results of regression analysis for the effect of logistics management (logistics information system, order process management, and transport management) on the performance of Gorilla logistics Limited in Rwanda.

The results indicated that there is a positive and significant effect of logistics information system, order process management, and transport management on the performance of Gorilla logistics Limited in Rwanda (β_1= 0.043, t= 1.106, p= 0.001 < 0.05, β_2=0.819, t= 18.669, p= 0.000 < 0.05, β_3=0.229, t= 5.829, p= 0.000 < 0.05). This implies that 1% increase in logistics information system, order process management, and transport management will lead to 0.043, 0.819, 0.229 increase in the performance of Gorilla logistics Limited in Rwanda respectively. Therefore, the regression model or equation of the findings of this study is presented as follows:

Y = 0.692 + 0.043LIS + 0.819OPM + 0.229 TM + 1.407

Where:

Y: Organizational performance

LIS: Logistics information system

OPM: Order process management

TM: Transport management

Table 9: Summary of tested hypotheses

N^{O}	Hypotheses	P Value	Verdict
1.	There is no significant relationship between logistics information system and the performance of Gorilla logistics Limited.	0.000	Rejected
2.	There is no significant relationship between order process management and the performance of Gorilla logistics Limited.	0.000	Rejected
3.	There is no significant relationship between transport management and the performance of Gorilla logistics Limited.	0.000	Rejected
4.	There is no significant relationship between logistics management and the performance of Gorilla logistics Limited.	0.000	Rejected

Source: Primary data, 2023

7. DISCUSSION OF RESULTS

The finding on logistics information system concords with findings revealed by Hofenk et al., (2011) which indicate that the perspective view point on logistics information system partakes in automated decision-making processes and achieve the highest amount of efficiency with lower errors and moderate costs hence collectively increase the profits and operational efficiency of logistics management.

The finding on order process management is supported by Bowersox et al., (2010) who stated that the significance of information is to attain the liable logistics performance, however various aspects of information flow were critical to operation logistics hence the order processing becomes that of primary importance. The research findings on transport management is reinforced by Ensermu (2013) who showed that the overwhelming activities of transportation management is to link road network sourcing locations with esteemed customers at the lowest conceivable cost within the constraints of customers service policy.

The findings of this research concords with findings revealed by Kułyk et al., (2017) who affirmed that customer service in logistics may be regarded as ease of ordering, short delivery time, reliability of delivery and good communication (Kułyk et al., 2017). Furthermore, Walker et al., (2009) emphasised the findings by noting that the degree to which particular organizations implement practices measures the tendency of effectiveness.

8. SUMMARY OF MAJOR FINDINGS

The study aimed to examine the effect of logistics management practices on the organizational performance in Rwanda. A case of Gorilla Logistics Limited. Tests were conducted to test the validity of the following specific objectives: to assess the effect of the logistics information system on performance of Gorilla Logistics Limited, to find out the effect of order process management on performance of Gorilla Logistics Limited, to find out the effect of transportation management on performance of Gorilla logistics Limited.

The study used descriptive, qualitative, and quantitative design. In this study, primary and secondary data were gathered. The study adopted both simple random and purposive sampling approaches to select respondents. Data was collected using questionnaire and interviews. Analysis of data was done using SPSS (Statistical Package for Social Scientists) and findings obtained were presented in form of descriptive statistics and inferential statistics.

The results revealed that logistics information system contributed 61.3% toward the performance of Gorilla Logistics Limited. The findings also showed that for every unit increase in the logistics information system, performance increased by up to 0.731 units (β =.731, p =0.000). Order process management contributed 94.2% toward the performance of Gorilla Logistics Limited. The results also indicated that for every unit increase in the order process management, performance increased by up to 0.934 units (β =.934, p =0.000). Transportation management contributed 74.7% toward the performance of Gorilla logistics Limited. The findings revealed that for every unit increase in the transportation management, performance increased by up to.683 units (β =.683, p =0.000). The correlation for all variables remains statistically significant as p-value remain 0.000 for all tested variables.

9. CONCLUSION

The study sought to examine the effect of logistics management on organizational performance of Gorilla logistics Limited in Rwanda. Based on the value of F calculated (363.022) to that of F critical (3.933), the researcher rejected null hypotheses tested since F calculated is greater than F critical and thus falls in the rejection region, the researcher came to the conclusion that there is no sufficient evidence that supports the argument that logistics management had no significant effect on the performance of Gorilla logistics Limited in Rwanda. This suggests that logistics management has had a significant effect on the performance of Gorilla logistics Limited in Rwanda.

10. RECOMMENDATIONS

Having carefully examined the findings of the research, the researcher herein poses the following points as achievable recommendations to all stakeholders in the field of procurement and supply chain management, more particularly logistics management. The research recommendations here below provide valuable insights into optimizing logistics management and enhancing overall company performance. The findings from these studies can guide strategic decisions and initiatives to drive growth and efficiency for Gorilla Logistics Limited.

10.1. Recommendations to Gorilla Logistics Limited

Gorilla Logistics Limited should research and assess advanced logistics management software solutions to determine their compatibility with the current operations and potential benefits for real-time tracking, inventory management, and predictive analytics. It should also investigate best practices for establishing transparent communication channels with suppliers, distributors, and partners to enhance supply chain visibility and minimize disruptions.

On the other hand, Gorilla Logistics Limited should collect and analyze customer feedback related to logistics and overall company performance, understand customer perceptions, pain points, and areas of improvements. Furthermore, the company should explore sustainable logistics practices that align with industry trends and customer preferences. Research the feasibility of eco-friendly packaging, transportation methods, and waste reduction initiatives.

10.2. Future researchers:

Future researchers should advance further studies on the contribution of training employees on logistics management practices on the performance of companies. Moreover, the following additional study topics may be undertaken: the role of emerging technologies in revolutionizing logistic management practices and improving organizational performance in Rwanda; unique logistical challenges faced by e-commerce businesses operating in Rwanda and their impact on organizational performance; and the role of human resources management practices in effective logistics management and their influence on organizational performance.

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