

**CASH FLOW MANAGEMENT AND ORGANISATION PERFORMANCE
OF SMALL AND MEDIUM SCALE INDUSTRIES**

CASE STUDY: MOVIT PRODUCTS LIMITED

BY

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**A RESEARCH REPORT SUBMITTED TO THE FACULTY OF BUSINESS
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REQUIREMENTS FOR THE AWARD OF BACHELOR'S DEGREE IN
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DECLARATION

I, declare that the work presented is my original work with all its contents compiled and produced out of my efforts under the guidance of my supervisor. It has never been presented for any award in any university/institution and where the work of other authors has been consulted, due acknowledgement has been made.

BUKENYA HILLARY

Signature.....

Date.....

APPROVAL

This is to certify that this report has been under my supervision and is now ready for submission for examination with my approval as a supervisor.

Signature.....

Dr. SSENDAGI MOHAMMED

(SUPERVISOR)

Date.....

DEDICATION

This research report is dedicated to my beloved parents, my brother and my sisters for their guidance, moral and financial support they have wholeheartedly rendered to me towards the success of this research project and my Education. May the almighty God bless you abundantly.

ACKNOWLEDGEMENT

First and foremost, I thank the almighty God for His faithfulness throughout my studies. Without Him, I would not have been able to make it this far.

I would like to express my innermost appreciation to my parents, my mother Mrs. Nagadya Joyce, my father Sseguya Derickmy brothers; Mugoowa Jackson, Ndereya James and my sister who have worked tirelessly to see me reach this level of education. I truly thank them for their endless love and support during this period.

I wish to express and extend my sincere gratitude to my supervisor “Dr. Ssendagi Mohammed”, for his professional guidance which facilitated the accomplishment of this research project.

ABSTRACT

The study was conducted on the topic entitled cash flow management and performance of small and medium scale industries in Wakiso district with the use of Movit products limited as the case study.

The study was guided by the following objectives; finding out how cash flow is managed at Movit product limited, the level of performance of Movit product limited and lastly the relationship between the cash flow management and organisation performance of Movit product limited

Basing on the research objectives and research questions, the research adopted a descriptive analytical design that described the main characteristics of data collection. It combined both qualitative and quantitative methods of data collection. It was able to stand out and either reject or accept the role of cash flow management and organisation performance.

The study used different questionnaires to collect data from the field that were designed in relation to the objectives set and collected information as it was presented in the chapter four of this report.

According to table 4.1, 67% of the total respondents were male and 33% of the total respondents were female, this implies that the majority of the respondents in Movit are males. From table 4.3, results show that 11% of the respondents are certificate holders, 48% of the total respondents are diploma holders, 39% of the respondents are degree holders, 2% of the total respondents master's degree holder, this implies that most of the respondents were educated and findings can be relied on.

Therefore the researcher concluded that the impact of cash flow management is of great importance to the increase of organisation performance of small and medium scale industries.

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LIST OF ABBREVIATIONS

UK	-	United Kingdom
SME	-	Small/Medium Scale Enterprise
VOL	–	Volume
IAS	-	International Accounting Standards

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter presents the general background of the study, statement of the problem, objectives of the study for both general and specific objectives, research questions of the study, scope of the study, significance of the study and the conceptual framework.

1.1 Background of the study

Cash flow is a concept in accounting and finance used to describe the inflow and outflow of cash within an organization. Inflows represent cash receipts while outflows relate to cash expenditures. A high inflow of cash when compared with the outflow provides a company with sufficient cash balance for investment purposes. On the other hand, a low inflow leading to excess of outflow over the inflow reduces organizational operations. In the views of Libby et al (2001:682), cash flow permits a company to expand its operations, replace needed assets, take advantage of market opportunities and pay dividend to its owners. Both managers and analysts need to understand the various sources and uses of cash that are associated with business activity. Reinforcing this position, Rose et al (2007) noted that, cash flow information assists its financial statement users in obtaining the relevant information concerning the uses and sources of virtually the entire financial resources over stated period of time.

Luz (2012) investigated whether financial statements, particularly the cash flow statement provide users with relevant information on investment transactions. Using a sample of UK companies, two main facts were documented, first cash flow statement convey valuable information on corporate investments (i.e. investing cash flows) that help users in assessing future firm cash flows. Second, information on these investments that were not financed with cash is also relevant when assessing the future prospects of the firm, though; it is not reflected in the face of the financial statements. Results suggest that even in the UK where most investments are financed with cash, valuable information on investments is missed from the cash flow statement.

Cash flow is generally acknowledged as the single most pressing concern of the Small/Medium Scale Enterprise (SME). In its simplest form cash flow is the movement of money in and out of your business. Cash flow is the life-blood of all growing businesses and is the primary indicator of business health. The effect of cash flow is real, immediate and, if mismanaged, totally unforgiving. Cash needs to be monitored, protected, controlled and put to work.

While the basic principles of effective cash management are relatively simple, in practice the actual activities necessary for monitoring, managing and forecasting cash can be cumbersome. This is largely because the data needed for different cash management activities exist in different sources, both inside and outside the organization, and is often difficult to access and work with. By understanding the key areas of activity for effective cash management, as well as the sources of data necessary to accomplish each activity, we can establish a cash management system that provides easy access of needed information. Additionally, the best cash management system is one that is cost-effective, utilizing existing sources of information to the highest degree possible.

Performance is a concept used to assess the level at which an organization has succeeded in its line of business. It varies from one organization to the other depending on the nature of activity. Whereas in profit making organizations, profit or sales volume may provide an index of performance, non-profit entities may use number of membership and service to society, example, scholarships as measures of performance..

Commonly used measures of organizational performance are those related to accounting. They include net profit, return on asset, return on equity current ratio, liquid ratio; etc. (Dyckman et al 2008, Hicks and Gullet 1981 and Nwanyanwu 2013a). This is because accounting related measures have the advantage of being comparable both to industry norms and to historical performance (Fry et al, 1998).

Cash flow can be defined as the movement of money into or out of a business, project, or financial product. It is usually measured during a specified period of time. Measurement of cash flow can be used for calculating other parameters that give information on a company's value and situation. Jimmy Wales (1991).

Cash flow management can be defined as the process of monitoring, analyzing, and adjusting your business' cash flows. Jimmy Wales (2001: 4). For small businesses, the most important

aspect of cash flow management is avoiding extended cash shortages, caused by having too great a gap between cash inflows and outflows.

1.2 Statement of the problem

Despite all the ways that have been adopted by Movit products ltd to increase its performance such as employing skilled employees, strengthening its managements, opening different branches, increasing on the vans that distribute its products, increased advertising and so many other ways, still, Movit products ltd is still experiencing a decline in its performance, cash flow management might be the cause of the threat.

It is from this background that the researcher will intend to investigate on the effect of cash flow management on performance of small scale industries in Wakiso district with a help of Movit product limited as the case study.

1.3 Objectives of the study

1.3.1 General objectives

To assess the impact of cash flow management on the organisation performance in Movit products limited.

1.3.2 Specific objectives

1. To find out how cash flow is managed of Movit products limited.
2. To establish the level of performance of Movit products limited
3. To establish the relationship between cash flow management and organisation performance of Movit products limited.

1.4 Research question

1. How is cash flow managed of Movit products limited?
2. What is the level of performance of Movit products limited?
3. What are the relationships between cash flow management and organisation performance of Movit products limited.

1.5 Scope of the study

1.5.1 Geographical scope of the study

The study was conducted at Movit products limited which is located in Nyanama off Entebbe road in Wakiso district, this organisation was chosen because it is located near the researcher and the researcher can gather enough information that is required to make a report.

1.5.2 Time scope

The study lasted for 2 years effective from 2015 up to 2017, this period was chosen because it was enough to conduct the study, gather information and make a report.

1.5.3 Content scope

This research work was designed to cover every aspect that has to do with impact of cash flow management on organization performance mostly taking part in factors affecting organisation performance and specifying the importance cash flow management to different organisation using Movit products as the case study.

1.6 Significance of the study

1. This study will be useful to most organization that needs the impact of cash flow management in their organization also in other organizations and institutions.
2. Government can use the finding and the recommendation of this study to improve the qualities of her organization in the area of cash flow management.
3. It will also be helpful to the researcher in his partial fulfillment for the award of a bachelor's degree at Muteesa I royal university.

1.7 Definition of Terms

Alexander, D and Britton, A. (1999), defines Cash flow as the total amount of money being transferred into and out of a business, especially as affecting liquidity.

According to Janklow, Christine. 2009 Cash management is a broad term that refers to the collection, concentration, and disbursement of cash. The goal is to manage the cash balances of an enterprise in such a way as to maximize the availability of cash not invested in fixed assets or inventories and to do so in such a way as to avoid the risk of insolvency.

According to Adam Colgate, 2003. Financial performance is the level of performance of a business over a specific period of time, expressed in terms of overall profits and losses during that time. Evaluating the financial performance of a business allows decision makers to judge the results of business strategies and activities in objective monetary terms

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents a review of related literature that was written by other authors, researchers and scholars in line of cash flow management and organisation performance.

2.1 Cash flow management

Cash flows are categorized according to the activities that generate and use cash. From the body of knowledge, such activities are those associated with operating, investing and financing. Operating cash flow involves activities leading to the determination of net profit. As per IAS 7, operating activities are primarily derived from the main income producing activities of an entity. They result from transactions and other events that enter into the computation of net profit or net loss. Some examples are cash receipts from the sale of goods and services, cash receipts from fees, commissions and other services, cash payment to suppliers and employees and cash payments for income taxes. Similarly, FRS 1 explains cash flows from operating activities as the cash effects of transactions and other events relating to trading activities, included in the profit and loss in arriving at operating profit.

Alternatively, cash flows from investing activities are cash inflows and outflows associated with the purchase and disposal of productive facilities used by the company and investments in the security of other companies, while cash flow from financing activities include inflows and outflows of cash involved in obtaining cash from external sources for the purposes of financing the company and its operations (Libby 2001: 684 - 685). Examples of investing cash flows are payments to acquire property, plant and equipment, loans by the reporting entity and payments to acquire debt instruments of other entities excluding payments for the acquisition or disposal or a movement in liquid resources. Others are receipts from sales or disposals of property, plant or equipment and receipts from repayment of the reporting entities loans to other entities or sales of debt instruments of other entities other than receipts forming part of an acquisition or disposal or a movement in liquid resources (FRS 1 in Alexander and Britton, 1999). Cash inflows in

management of liquid resources include withdrawals from short term deposits not qualifying as cash and disposal or redemption of any other investments held as liquid resources.

Financing activities are cash proceeds from issuing shares or other equity instruments, cash payments to owners to acquire or redeem the entities shares, cash proceeds from issuing debentures loans notes, bonds, mortgages and other short-term or long –term borrowings, cash repayments of amounts borrowed and cash payments by a lessee for the reduction of the outstanding liability relating to a finance lease (IAS, No. 7).

The segregation of cash flow generating activities into the dimensions of operating, investing and financing is to identify how each of them impact organizational performance. This fact exposes the essentiality of cash flow data or information to an organization. From IAS 7, a statement of cash flows, when used in relation with other financial statements gives information which enables users to assess the changes in net assets of an organization, its financial structure (liquidity and solvency)

Cash flows so as to adapt to changing circumstances and opportunities. As stated by Albrecht (2003), data from a balance sheet (statement of financial position) tends to be static in nature portraying that they measure only one point at a time. In addition, income statement is characterized by a lot of non-cash allowance and expenses; for instance amortization and depreciation. Conversely a statement of cash flows documents the observable changes from the financial statements. At the same time, it also eliminates the deception of book keeping, laying more emphasis on what is of more concern to shareholders which is the amount of available cash for investment and operations (Amuzu, 2010). Thus, the cash flow statement focuses attention on a firm's ability to generate cash internally, its management of current assets and current liabilities and the details of its investments in productive assets and external financing (Libby (2001).

2.2 Cash flow position

Cash flow position of a company determines its ability to execute projects and acquire raw materials for manufacturing activities. Nwachukwu (2002:301) attests to this when he said “the biggest problem of any project (property) development organization of any size is finance which

is one of the elements or factors of production. It is the project developers' capacity or power for mobilizing required land, labour force, materials, plant and supervisory staff necessary to organize any development project".

Two methods are adopted in the preparation of statement of cash flows. According to IAS 7, they are the direct and the indirect methods. The direct method reports cash inflows and outflows on gross basis and provide a measure for forecasting cash requirements of an entity. It ignores non-cash items. Alternatively, the indirect method adjusts net profit with non-cash items (depreciation, profit on disposal of non-current assets; etc.) and considers changes in working capital to arrive at net operating cash flow. This approach fails to report cash flows in its entirety but incorporates changes in working capital which do not succinctly provide a direction for cash flow assessment of an organization. Apart from users knowledgeable in finance and accounting, it is herculean for others to comprehend working capital changes as substitutes for cash flow under the indirect method.

In the works of Jones (1995) the indirect method highly undermines and reduces the relevance and purpose of cash flow statement. On the other hand, Krishnan and Largay (2000: 218) studied whether the direct method is superior to the indirect method in forecasting future cash flows. From a sample of US firms adopting the direct method from 1988 to 1993, past cash flow data were found to be more useful than past earnings and other accrual information in forecasting future cash flows; also the accuracy of cash flow prediction is enhanced when direct method cash flows data and earnings as well as other accrual data are used. The body of knowledge so far suggests that the direct method is more superior to be indirect method as it reports cash transactions in their absoluteness. The indirect method incorporates movements in working capital and adjustments to net income which fail to reflect cash movements.

2.3 Relationship between Cash flow Management and organisation Performance

Cash flow plays a prominent role in evaluating organizational performance particularly, industries in the service sector such as those in the hospitality and print media. The cash flow position of a company determines the extent to which it finances its operations. Nwachukwu (2002:301) observed that the biggest problem of any project (property) development

organization of any size is finance which is one of the elements or factors of production. It is the project developer's capacity or power for mobilizing required land, labour force, materials, plant and supervisory staff necessary to organise any development project. From the perspective of Pandey (1979:357-358), cash flows – inflows and outflows are inseparable parts of the business operations of all firms. The firms need cash to invest in inventories, receivables and fixed (non-current) assets and to make payments for operating expenses in order to maintain growth in sales and earnings

According to Gage, Jack. (2005) Cash management is important for any new or growing business, and here are some tips to aid your company in the collection, concentration, and disbursement of cash. According to Janklow, Christine. (2009) Cash management is a broad term that refers to the collection, concentration, and disbursement of cash. The goal is to manage the cash balances of an enterprise in such a way as to maximize the availability of cash not invested in fixed assets or inventories and to do so in such a way as to avoid the risk of insolvency. Romano, C and Smyrnios , K (1995) Factors monitored as a part of cash management include a company's level of liquidity, its management of cash balances, and its short-term investment strategies.

According to Cloutier, George. (2009). In some ways, managing cash flow is the most important job of business managers. If at any time a company fails to pay an obligation when it is due because of the lack of cash, the company is insolvent. Insolvency is the primary reason firms go bankrupt. Obviously, the prospect of such a dire consequence should compel companies to manage their cash with care. Moreover, efficient cash management means more than just preventing bankruptcy. It improves the profitability and reduces the risk to which the firm is exposed.

According to Gage, Jack. (2005), Cash management is particularly important for new and growing businesses. Cash flow can be a problem even when a small business has numerous clients, offers a product superior to that offered by its competitors, and enjoys a sterling reputation in its industry. Companies suffering from cash flow problems have no margin of safety in case of unanticipated expenses. They also may experience trouble in finding the funds for innovation or expansion. It is, somewhat ironically, easier to borrow money when you have money. Finally, poor cash flow makes it difficult to hire and retain good employees.

According to Romano, and Smyrnios (1995) It is only natural that major business expenses are incurred in the production of goods or the provision of services. In most cases, a business incurs such expenses before the corresponding payment is received from customers. In addition, employee salaries and other expenses drain considerable funds from most businesses. These factors make effective cash management an essential part of any business's financial planning. Cash is the lifeblood of a business. Managing it efficiently is essential for success.

Pandey (1979), recommends that when cash is received in exchange for products or services rendered, many small business owners, intent on growing their company and tamping down debt, spend most or all of these funds. But while such priorities are laudable, they should leave room for businesses to absorb lean financial times down the line. The key to successful cash management, therefore, lies in tabulating realistic projections, monitoring collections and disbursements, establishing effective billing and collection measures, and adhering to budgetary restrictions.

2.4 Cash Collection and Disbursement

According to Fry, Fred, Stones, Charles and Hattwick, (1998) argues that Cash collection systems aim to reduce the time it takes to collect the cash that is owed to a firm. Some of the sources of time delays are mail float, processing float, and bank float. Obviously, an envelope mailed by a customer containing payment to a supplier firm does not arrive at its destination instantly. Likewise, the payment is not processed and deposited into a bank account the moment it is received by the supplier firm. And finally, when the payment is deposited in the bank account oftentimes the bank does not give immediate availability of the funds. These three "floats" are time delays that add up quickly, and they can force struggling or new firms to find other sources of cash to pay their bills.

According to Gage (2005), Cash management attempts, among other things, to decrease the length and impact of these "float" periods. A collection receipt point closer to the customer; perhaps with an outside third-party vendor to receive, process, and deposit the payment (check); is one way to speed up the collection. The effectiveness of this method depends on the location of the customer; the size and schedule of its payments; the firm's method of collecting payments; the costs of processing payments; the time delays involved for mail, processing, and banking;

and the prevailing interest rate that can be earned on excess funds. The most important element in ensuring good cash flow from customers, however, is establishing strong billing and collection practices.

Bee, Judy. (2005). Argues that Another aspect of cash management is knowing a company's optimal cash balance. There are a number of methods that try to determine this magical cash balance, which is the precise amount needed to minimize costs yet provide adequate liquidity to ensure bills are paid on time (hopefully with something left over for emergency purposes) One of the first steps in managing the cash balance is measuring liquidity, or the amount of money on hand to meet current obligations. There are numerous ways to measure this, including: the Cash to Total Assets ratio, the Current ratio (current assets divided by current liabilities), the Quick ratio (current assets less inventory, divided by current liabilities), and the Net Liquid Balance (cash plus marketable securities less short-term notes payable, divided by total assets). The higher the number generated by the liquidity measure, the greater the liquidity;-and vice versa. However, there is a tradeoff between liquidity and profitability which discourages firms from having excessive liquidity.

2.5 Organizational Performance

Performance is a concept used to assess the level at which an organization has succeeded in its line of business. It varies from one organization to the other depending on the nature of activity. Whereas in profit making organizations, profit or sales volume may provide an index of performance, non-profit entities may use number of membership and service to society, example, scholarships as measures of performance.

Commonly used measures of organizational performance are those related to accounting. They include net profit, return on asset, return on equity current ratio, liquid ratio; etc. (Dyckman 1998, Hicks and Gullet 1981 and Nwanyanwu 2013a). This is because accounting related measures have the advantage of being comparable both to industry norms and to historical performance (Fry 1998).

Cash flow plays a prominent role in evaluating organizational performance particularly, industries in the service sector such as those in the hospitality and print media. The cash flow

position of a company determines the extent to which it finances its operations. Nwachukwu (2002:301) observed that the biggest problem of any project (property) development organization of any size is finance which is one of the elements or factors of production. It is the project developer's capacity or power for mobilizing required land, labour force, materials, plant and supervisory staff necessary to organise any development project. From the perspective of Pandey (1979:357-358), cash flows – inflows and outflows are inseparable parts of the business operations of all firms. The firms need cash to invest in inventories, receivables and fixed (non-current) assets and to make payments for operating expenses in order to maintain growth in sales and earnings.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter explains details of how the study was conducted. It presents the research design, study area and population, sampling and procedures, data analysis and processing, data collection methods and instruments and the limitations of the study.

3.1 Research design

Basing on the research objectives and research questions, the research adopted a descriptive analytical design that described the main characteristics of data collection. It combined both qualitative and quantitative methods of data collection. It was able to stand out and either reject or accept the role of cash flow management and organisation performance,

3.2 Study population

The total population of the study was 75 employees of Movit products limited. The study considered employees of Movit products that work in Movit products at different levels such as top managers, middle level managers and lower managers such as production managers, cashiers, and store managers, among others.

3.3 Sampling size

According to Krejcie and Morgan table, the researcher selected a sample size of 63 respondents out of 75 employees of Movit products limited from different department such as finance and accounts department, human resource and administration department, sales and marketing department, production department among others.

Table A showing Sample size

Department	Sample size
Human resource and administration	10
Finance and accounts	05
Sales and marketing department	20
Production department	18
Procurement and logistics	10
Total	63

3.4 Sampling Technique

The researcher used stratified sampling technique, here the researcher divided the population into strata that is groups and from each stratum, simple random sampling was used to get responses from the respondents in each stratum. This was intended to add more value to the findings and this method was convenient, less time consuming and covers all employees with an equal opportunity

3.5 Data sources

Data was got from both primary and secondary sources.

Primary data involved direct extraction of information from the respondents using self-administered questionnaires and interview guide

Secondary data was collected from journals, text books, management reports of Movit products, previous dissertations and internet. These sources helped derive meaningful interpretation of findings.

3.6 Methods of data collection

3.6.1 Questionnaire

The study used questionnaires to collect data from respondents in the field and these were designed by the researcher to the respondents because it gives time to the respondents to think and answer questions conveniently and it has a high level of confidentiality. Questionnaires were both open ended and close ended to be able collect every necessary information.

3.6.2 Interviews

Interviews were conducted mainly during focus group discussions. The researcher involved in a direct conversation with the respondents. Interview method helped the researcher observe the facial expressions of respondents as well as provision of direction and clarification where necessary. It was mostly used to key participants who don't have time for respondents.

3.6.3 Observation

This is a systematic viewing coupled with consideration of the seen phenomenon as they occur in nature with regard to cause and effect mutual relationship. The researcher used this instrument to observe some elements. This method was good for explaining meaning and context and strong on validity and in-depth understanding whereas it is time consuming and it depends on the role of the researcher. This method was applied because it gives first-hand information directly from the source

3.7 Procedures of data collection ethical behaviors

The researcher first got the consent of respondents and names of respondents were not disclosed by not availing the space for the name unless personal details of respondents were sought because it determines the accuracy of information.

The researcher kept information provided to him confidentially

The researcher avoided any bribery forms when collecting data.

3.8 Validity and reliability of research tools

3.8.1 Reliability

The language used was simple and questions were easy to understand by the respondents and where necessary the researcher directed and translated questions into local languages to acquire relevant data mostly to employees, since the researcher expects some of them to have little time of concentration.

3.8.2 Validity

The researcher carried out survey. The researcher asked a series of questions in the pilot study and then pretested the instruments by developing questionnaires and after then adjusted the questions according to the results of the pretested study.

3.9 Data processing and analysis

3.9.1 Data processing

Data was checked and edited for more classification into meaningful information. The data was thoroughly checked for purposes of deleting and eliminating errors, ensuring accuracy, uniformity, and consistence, completeness of answers and legibility of the collected data.

3.10 Limitations of the study

1. Time was a limiting factor to gather and collect information needed for the report. But with the aid of a time frame and scheduling different activities was conducted in time by the researcher which eased data collection and study presentation in time.

CHAPTER FOUR

ANALYSIS, PRESENTATION AND INTERPRETATION OF RESEARCH FINDINGS

4.0 Introduction

This chapter presents findings in relation to study objectives as indicated in the table below.

4.1 Findings on the demographic profile

4.1.1 Findings on the gender of respondents.

Table 4.1: Showing the gender of the respondents

Sex of respondents	Frequency	Percentage
Male	42	67
Female	21	33
Total	63	100

Source: Primary data 2020

According to table 4.1, 67% of the total respondents were male and 33% of the total respondents were female, this implies that the majority of the respondents in Movit are males.

4.1.2 Findings on the age distribution of respondents.

Table 4.2: Showing the age distribution of the respondents

Age of respondents	Frequency	Percentage
18-25	2	3
26-33	32	51
34-41	25	39
42-49	3	5
Over 49	1	2
Total	63	100

Source: Primary data 2020

From the table 4.2 the findings show that 3% of the respondents were between the age of 18 and 25, 51% of the total respondents were between 26 and 33 years, 39% of the 34 and 41 years, 5% of the total respondents were between 42 and 49 years while 2% of the total respondents were over 49 years this implies majority of staff in Movit are in the youthful stage.

4.1.3 Findings on the education level of respondents.

Table 4.3: Showing the education level of the respondents

Education Level	Frequency	Percentage
Certificate	7	11
Diploma	30	48
Bachelor's degree	25	39
Master's degree	1	2
Total	63	100

Source: Primary data 2020

From table 4.3, results show that 11% of the respondents are certificate holders, 48% of the total respondents are diploma holders, 39% of the respondents are degree holders, 2% of the total

respondents master's degree holder, this implies that most of the respondents were educated and findings can be relied on.

4.1.4 Findings on the duration of respondents at Movit products.

Table 4.4: Showing findings on the duration of respondents at Movit products

Duration	Frequency	Percentage
Below 1 year	3	5
1-5	18	29
6-10	22	35
11-15	20	31
Over 15 years	-	-
Total	63	100

Source: Primary data 2020

The results in table 4.4 show that 5% of the total respondents had served for a period below 1 year, 29% of the total respondents had served a period between 1 to 5 years, 35% of the total respondents had served for a period between 6-10 years and 31% of the total respondents had served for a period between 11-15 years and this implies that most of the respondents were long servants of Movit products and they are able to give right information hence validating information.

4.1.5 Findings on the department of work of respondents at Movit products.

Table 4.5: Showing department of work of respondents at Movit products

Department of work	Frequency	Percentage
Human resource and administration	10	15
Finance and accounts	05	9
Sales and marketing department	20	31
Production department	19	30
Procurement and logistics	10	15
Total	63	100

Source: Primary data 2020

The results from table 4.5 show that 15% of the total respondents were from the human resource and administration department, 9% of the total respondents were from Finance and accounts department, 31% of the total respondents were Sales and marketing department, 30% of the total respondents were from Production department and 15% of the respondents were from Procurement and logistics department and this implies that findings can be relied on since the study covered all the required information.

4.1.6 Findings on how cash is managed

4.1.7 Findings on whether Cash is well managed at Movit products limited

Table 4.6: Showing whether Cash is well managed at Movit products limited

VARRIABLE	FREQUENCY	PERCENTAGES (%)
Strongly agree	50	80.5%
Agree	10	15%
Not sure	2	3%
Disagree	1	1.5%
Strongly disagree	-	-
Total	63	100

Source: Primary data 2020

The findings in table 4.6 show that 80.5% of the total respondents strongly agreed that cash at Movit products limited is well managed, 15% of the total respondents agreed on the same statement, 3% of the total respondents were not sure, 1.5% of the total respondents disagreed and no one strongly disagreed with the statement. This implies that cash at Movit products limited is well managed.

4.1.8 Findings on whether there is cash control office in Movit product limited

Table 4.7 Showing findings on whether there is cash control office in Movit product limited

VARRIABLE	FREQUENCY	PERCENTAGES
Strongly agree	40	63.5%
Agree	20	32%
Not sure	2	3%
Disagree	-	-
Strongly disagree	1	1.5%
Total	63	100

Source: Primary data 2020

According to table 4.7, the findings show that 63.5% of the respondents strongly agreed that there is cash control office in Movit product limited, 32% of the total respondents agreed there is cash control office in Movit product limited, 3% of the total respondents were not sure whether there is cash control office in Movit product limited and 1.5% of the total respondents strongly disagreed there is cash control office in Movit product limited.

4.1.9 Findings on whether there are specific people to authorize cash outflow in Movit product limited

Table 4.8 Showing findings on whether there are specific people to authorize cash outflow in Movit product limited

VARIABLE	FREQUENCY	PERCENTAGES
Strongly agree	25	40%
Agree	35	55.5 %
Not sure	-	-
Disagree	2	3%
Strongly disagree	1	1.5%
Total	63	100

Source: Primary data 2020

The results in the table 4.8 show that 40% of the total respondents strongly agreed that there are specific people to authorize cash outflow in Movit product limited, 55.5% of the total respondents agreed that there are specific people to authorize cash outflow in Movit product limited, 3% of the total respondents disagreed that there are specific people to authorize cash outflow in Movit product limited, 1.5% of the total respondents strongly disagreed that there are specific people to authorize cash outflow in Movit product limited.

4.1.10 Findings on whether employees in Movit product limited follow the cash management procedures

Table 4.9 Showing findings on whether employees in Movit product limited follow the cash management procedures

VARIABLE	FREQUENCY	PERCENTAGES
Strongly agree	40	63.5%
Agree	23	36.5 %
Not sure	-	-
Disagree	-	-
Strongly disagree	-	-
Total	63	100

Source: Primary data 2020

Findings from table 4.9 shows that 63.5% of the total respondents strongly agreed that employees in Movit product limited follow the cash management procedures and 36.5 % of the total respondents agreed that employees in Movit product limited follow the cash management procedures.

4.2 Findings on the level of performance of Movit products limited

4.2.1 Findings on whether there is an increase in sales of Movit product limited for the past five years.

Table 4.10 Showing findings on whether there is an increase in sales of Movit product limited for the past five years.

VARIABLE	FREQUENCY	PERCENTAGES
Strongly agree	30	47%
Agree	10	16%
Not sure	13	20%
Disagree	5	8%
Strongly disagree	5	8%
Total	63	100

Source: Primary data 2020

From table 4.10 results show that 47% of the total respondents strongly agreed that there is an increase in sales of Movit product limited for the past five years, 16% of the total respondents agreed that there is an increase in sales of Movit product limited for the past five years, 20% of the total respondents were not sure whether there is an increase in sales of Movit product limited for the past five years, 8% of the total respondents disagreed that there is an increase in sales of Movit product limited for the past five years, 8% of the total respondents strongly disagreed that there is an increase in sales of Movit product limited for the past five years.

4.2.2 Findings on whether Movit product limited realizes or makes abnormal profits.

Table 4.11 Showing findings on whether Movit product limited realizes or makes abnormal profits.

VARIABLE	FREQUENCY	PERCENTAGES
Strongly agree	40	63.5%
Agree	5	8%
Not sure	15	24%
Disagree	-	-
Strongly disagree	3	5%
Total	63	100

Source: Primary data 2020

Findings from table 4.11 show that 63.5% of the total respondents strongly agreed that Movit product limited realizes or makes abnormal profits, 8% of the total respondents agreed that Movit product limited realizes or makes abnormal profits, 24% of the total respondents were not sure whether Movit product limited realizes or makes abnormal profits and 5% of the total respondents strongly disagreed that Movit product limited realizes or makes abnormal profits.

4.2.3 Findings on whether Movit product limited has registered an increase in its gross profit margin every year.

Table 4.12 Showing findings on whether Movit product limited has registered an increase in its gross profit margin every year.

VARIABLE	FREQUENCY	PERCENTAGES
Strongly agree	20	32%
Agree	28	44%
Not sure	12	19%
Disagree	-	-
Strongly disagree	3	5%
Total	63	100

Source: Primary data 2020

From the table 4.12 the results show that 32% of the total respondents strongly agreed that Movit product limited has registered an increase in its gross profit margin every year, 44% of the total respondents agreed that Movit product limited has registered an increase in its gross profit

margin every year, 19% of the total respondents not sure whether Movit product limited has registered an increase in its gross profit margin every year, and 5% of the total respondents strongly disagreed that Movit product limited has registered an increase in its gross profit margin every year.

4.2.4 Findings on the relationship between cash flow management and organisation performance

4.2.5 Findings on whether effective cash flow management helps to increase the performance of the organisation.

Table 4.13 Showing findings on whether effective cash flow management helps to increase the performance of the organisation.

VARIABLE	FREQUENCY	PERCENTAGES
Strongly agree	40	63.5%
Agree	15	24%
Not sure	5	8%
Disagree	2	3%
Strongly disagree	1	1.5%
Total	63	100

Source: Primary data 2020

From table 4.13 the results indicate that 63.5% of the total respondents strongly agreed that effective cash flow management helps to increase the performance of the organisation, 24% of the respondents agreed that effective cash flow management helps to increase the performance of the organisation, 8% of the total respondents were not sure of whether effective cash flow management helps to increase the performance of the organisation, 3% of the total respondents disagreed that effective cash flow management helps to increase the performance of the organisation and 1.5% of the total respondents strongly disagreed that effective cash flow management helps to increase the performance of the organisation.

4.2.6 Findings on whether reducing of unnecessary release of funds from the company increases of organisation performance.

Table 4.14 Showing findings on whether reducing of unnecessary release of funds from the company increases of organisation performance.

VARIABLE	FREQUENCY	PERCENTAGES
Strongly agree	22	35%
Agree	40	63.5%
Not sure	1	1.5%
Disagree	-	-
Strongly disagree	-	-
Total	63	100

Source: Primary data 2020

According to findings in the table 4.14 results indicate that 35% of the total respondents strongly agreed that reducing of unnecessary release of funds from the company increases of organisation performance, 63.5% of the total respondents agreed that educing of unnecessary release of funds from the company increases of organisation performance, 1.5% of the total respondents were not sure whether educing of unnecessary release of funds from the company increases of organisation performance.

4.2.7 Findings on whether there is stronger positive relationship between organisation performance and cash flow management.

Table 4.14 Showing findings on whether there is stronger positive relationship between organisation performance and cash flow management.

VARIABLE	FREQUENCY	PERCENTAGES
Strongly agree	30	47%
Agree	20	31%
Not sure	3	5%
Disagree	8	13%
Strongly disagree	2	3%
Total	63	100

Source: Primary data 2020

The findings in the table 4.14 indicate that 47% of the total respondents strongly agreed that there is stronger positive relationship between organisation performance and cash flow management, 31% of the total respondents agreed that there is stronger positive relationship between organisation performance and cash flow management, 5% were not sure whether there is stronger positive relationship between organisation performance and cash flow management, 13% of the respondents disagreed that there is stronger positive relationship between organisation performance and cash flow management, and 3% of the total respondents strongly disagreed that there is stronger positive relationship between organisation performance and cash flow management

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter summarizes the findings that were collected and presented in chapter four of the study, conclusion is drawn by researcher and lastly the recommendations are given

5.1 Summary of findings

Summary of findings is based on the specific objectives that were designed by researcher for the study and the information is shown below;

5.1.1 Findings on how cash is managed in Movit product limited

In pursuing the first objectives of the study, the researcher managed to design different questions that could help reveal and get the information required to know more about the concept and the results showed the following ways how cash is managed; Movit products limited has cash control office, cash is well managed, there are specific people to authorize the cash out flow in Movit products limited, and employees in Movit products limited follow the cash management procedures.

5.1.2 Findings on the level of performance of Movit product limited

The responses on the findings on the level of performance of Movit products limited showed the following; Movit products limited increased its sales in the past five years, Movit products limited realizes or makes abnormal profits, and Movit products limited registered an increase in its gross profit margin every year.

5.1.3 Findings on the relationship between cash flow management and organisation performance

The responses on the findings on the relationship between cash flow management and organisation performance showed the following; there is a stronger positive between organisation performance and cash flow management, reducing of unnecessary release of funds from the company increases organizational performance and effective cash flow management helps to increase the performance of the organisation.

5.2 Conclusion

Therefore the researcher concludes that the impact of cash flow management is of great important to the increase in performance of small scale industries. At times like these, business managers or owners need to sit down and undertake cash management analysis so that they can address shortfalls, increase revenues, and cut spending before its too late. They need to meet with department heads and employees and take control and adopt a better cash management plan.

5.3 Recommendation

Organizations in these industries should develop strategies towards enhancing their cash flow positions in order to improve net profit performance.

The companies should manage their cash flows well and put different control measures that can help organisation or company perform well.

The researcher recommends that companies should be in position to balance between its profits and losses and should also have plans for the losses in order to maintain their organisation performance.

5.4 Areas of further research

Future research agenda should consider the influence of other factors such as advances in technology and information and communication technology (ICT) on the performance of small scale industries.

Other researchers are encouraged to conduct research more so, other developed private companies or establishments in other areas of the country to prove role of cash flow management on the organisations performances.

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APPENDICES

APPENDIX I

QUESTIONNAIRE

MUTEESA I ROYAL UNIVERSITY

Dear respondents,

The researcher is a student at Muteesa I Royal University pursuing a bachelor's degree in accounting and finance, I am carrying out research on the topic entitled "*The impact of cash flow management on the organisation performance a case study of Movit products ltd*" your organization (*Movit Products Ltd*) was chosen as the case study. I kindly call upon your cooperation to this research and the information provided will be treated confidentially. Thank you in advance.

PART A – DEMOGRAPHIC PROFILE

Circle within the best alternative

1. What is your gender?

A. Male

B. Female

2. What is your age (tick your age group) – years

A.18 – 25

B.26 – 33

C.34 – 41

D.42 – 49

E. Over 49

3. What is your highest verifiable level of education?

A. High school

- B. Diploma
- C. Bachelor's degree
- D. Master's degree
- E. PhD

4. For how long have you been working at Movit products limited?

- A. Below 1 year
- B. 1 – 5 years
- C. 6 – 10 years
- D. 11 – 5 years
- E. Over 15 years

5. Department of work

- A. Human resource and administration
- B. Finance and accounts
- C. Procurement and logistics
- D. Sales and marketing department
- E. Production department
- F. Other, specify

Please rate the statements by ticking; strongly agree, agree, not sure, disagree and strongly disagree.

PART B: HOW CASH FLOW IS MANAGED

5 Cash is well managed at Movit products limited

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

6 There is cash control office in Movit products limited

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

7 There are specific people to authorize cash out flow in Movit product limited

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

8 Employees in Movit products limited follow the cash management procedures

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

PART C: LEVEL OF PERFORMANCE OF MOVIT PRODUCTS LIMITED

1. There is an increase in sales of Movit product limited for past five years

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

2. Movit products ltd realizes or makes abnormal profits.

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

3. Movit product limited has registered an increase in its gross profit margin every year.

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

PART D: RELATIONSHIP BETWEEN CASH FLOW MANAGEMENT AND ORGANISATION PERFORMANCE

1. Effective cash flow management helps to increase the performance of the organisation

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

2. Reducing of unnecessary release of funds from the company increases organizational performance

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

3. There is a stronger positive relationship between organisation performance and cash flow management

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

THE END

THANKS FOR YOUR PARTICIPATION

APPENDIX II

BUDGET

ACTIVITY	AMOUNT
Transportation costs	50,000/=
Stationary cost	75,000/=
Printing of drafts	20,000/=
Binding of the book	100,000/=
Refreshment for meeting	100,000/=
Data collection and accommodation cost	60,000/=
Living expenses and miscellaneous expenses	200,000/=
Total	605,000/=