YANGON UNIVERSITY OF ECONOMICS

DEPARTMENT OF MANAGEMENT STUDIES

MBA PROGRAMME

THE EFFECT OF KNOWLEDGE ACQUISITION AND MULTI-SOURCING STRATEGY ON OPERATIONAL PERFORMANCE OF WHOLESALERS IN BONE KYAUNG SAGO MANUFACTURING BUSINESS

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EMBA II - 3

EMBA 19th BATCH

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ACADEMIC YEAR (2022 – 2024)

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"This thesis is submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA)."

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ACCEPTANCE

This is to certify that this thesis entitled **"The Effect of Knowledge Acquisition and Multi-sourcing Strategy on Operational Performance of Wholesalers in Bone Kyaung Sago Manufacturing Business"** has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

Board of Examiners

(Chairman)

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Rector

Yangon University of Economics

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MAY, 2024

ABSTRACT

The main objectives of this study are to analyze the effect of knowledge acquisition on operational performance, to analyze the effect of multi-sourcing strategy on operational performance, and to examine the effect of operational performance on business performance of wholesalers of Bone Kyaung Sago manufacturing business. Primary data and selected data are used for this study. In this study, the sample size was calculated by using the Raosoft sample size calculator. Primary data are collected by questionnaire survey with a simple random sampling method to select 135 wholesalers from the total population of 200 wholesalers of Bone Kyaung Sago manufacturing business. Both descriptive statistics and linear regression analysis are applied for data analysis to meet the objectives. From descriptive analysis, it is found that wholesalers agree that the Bone Kyaung Sago manufacturing business has been practicing both knowledge acquisition and multi-sourcing strategy, and they are gaining good operational and business performance. From regression analysis, it is found that the explicit knowledge acquisition of Bone Kyaung Sago manufacturing business has positive significant effect on operational performance of its wholesalers. Its multi-sourcing strategy through supplier dependency and price competition have significant positive effect on wholesalers' operational performance. The operational performance is positively affecting on business performance of wholesalers. Thus, Bone Kyaung Sago manufacturing business should emphasize on explicit knowledge acquisition, and should retain its multi-sourcing strategy through price competition, and to reduce supplier dependency.

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INTRODUCTION

Manufacturing sectors often produce goods not only for export but also for domestic market which can contribute largely to nations economics. Countries with robust manufacturing bases enjoy competitive advantages in global markets, enhancing their international presence and economic stability. Moreover, a strong manufacturing base ensures a country's self-sufficiency in producing essential goods and reduces reliance on imports, particularly in critical sectors like food, consumer commodities and products for daily use. The manufacturing business profoundly influences economic prosperity, technological progress, job creation, and societal advancement. However, the success of manufacturing firms often relies on distributors effective support. Frazier (2009) stated that manufacturing firms relying on external entities for product distribution must impart product knowledge to these distributors. Consequently, it can be argued that the transmission of knowledge from manufacturers to distributors positively impacts the performance of the whole supply chain (Blome et al., 2014).

Manufacturing in Myanmar contributes significantly to the country's exports local sufficiency. The manufacturing businesses in Myanmar play a pivotal role in economic progress, due to its significant contribution to employment generation, technology advancement, and infrastructure development. In the dynamic landscape of modern manufacturing and distribution the strategic acquisition and application of knowledge have emerged as pivotal drivers of organizational success through strong relationship between manufacturing and intermediaries. Today’s manufacturing firms emphasize to the insights on how manufacturing organizations create, obtain, and claim ownership and, knowledge in relationship process with intermediaries (Grant, 1996).

Knowledge acquisition of manufacturing firm can upgrade its operation performance and also its distributor’s operation performance (Redaelli et al., 2015). Knowledge acquisition is the process of collecting, assimilating, and integrating information and expertise into an individual's or organization's existing knowledge base (Peffers,1988). Knowledge acquisition refers to the process through which individuals, groups, or organizations gain, absorb, and internalize new information, skills, or understanding (Nonaka,1994).

This process encompasses a variety of methods, including learning through direct experience, observation, study, instruction, practice, and social interaction (Siegler,1991). Knowledge acquisition comprises two primary forms: tacit and explicit knowledge acquisition. Tacit knowledge is deeply embedded in personal experience, and intuition, and is challenging to articulate (Polanyi,1966). In contrast, explicit knowledge is formal, easily documented, and can be expressed in words, numbers, or diagrams (Nonaka & Takeuchi,1995). Acquiring tacit knowledge hinges on manufacturers engaging in activities that involve direct interaction with their distributors. According to Lloria and Peris-Ortiz (2014), the arrangement of networks impacts the transfer of knowledge. Distributors can transform the tacit knowledge they acquire into explicit knowledge through a process known as externalization, as defined by Nonaka and Toyama (2003), following the assimilation phase.

In Myanmar, manufacturing firms which are relying on intermediaries, also need multi-sourcing strategy to improve their distributor's operation performance (Gitonga, 2021). A multi-sourcing strategy refers to a procurement approach adopted by businesses or organizations in which they diversify their sources of raw materials, components, services, or products by engaging multiple suppliers or vendors (Willcocks, 2012). With multi-sourcing strategy, the manufacturing business involves in diversifying the sources from which a company procures its raw materials, components, or services necessary for production. The multi-sourcing strategy employed by manufacturer for supplier dependency, risk management, and price competition. Multi-sourcing strategies are implemented to improve negotiating leverage, optimize costs, drive innovation, maintain consistent supply, and ultimately, ensure business continuity.

Supplier dependency refers to a situation in which a company relies heavily on a single supplier or a small group of suppliers for critical goods or services (Porter, 1985). This reliance can create vulnerabilities and risks for the dependent company, including potential disruptions in supply, lack of bargaining power, and increased exposure to the supplier's business risks. High supplier dependency can also limit the dependent company's flexibility and ability to switch suppliers in case of issues such as price increases, quality problems, or supplier insolvency (Porter,1985). Risk management is the process of identifying, assessing, and controlling threats to an organization's capital and earnings. These threats, or risks, could stem from a wide variety of sources, including financial uncertainty, legal liabilities, strategic management errors, accidents, and natural

disasters. A fundamental part of risk management is to manage the potential for loss within the context of the overall organizational strategy and objectives (Kaplan & Mikes, 2012). Price competition refers to the competitive strategy in which companies use price as the primary tool to attract customers and gain market share. This type of competition is common in markets where products are fairly homogeneous, and customers are highly sensitive to changes in price. Firms engaged in price competition may lower their prices to undercut competitors, which can lead to price wars that potentially decrease industry profits (Porter,1980). With multi-sourcing strategy selecting a supplier is a crucial step in procurement, encompassing the identification of the most suitable supplier whose costs, qualities, technologies, timeliness, reliability, and services align with the organization's requirements (Reeds et al., 2005).

Since the manufacturer's success is depending on the effectiveness and operation performance of distributors, manufacturer must monitor the operation performance of its distributors. Performance monitoring refers to the supervision of coordination aspects utilized by a manufacturer for assessing the performance of its distributors. Operational performance refers to the assessment and measurement of how efficiently and effectively an organization's internal processes, systems, and activities are executed to achieve its strategic objectives and deliver products or services (Frohlich & Westbrook, 2001). The operation performance largely influences on business performance (Redaelli et al., 2015).

Business performance refers to the assessment of a company's operations and results. It encompasses various metrics that evaluate how effectively and efficiently a company is achieving its goals and fulfilling its strategic objectives. These metrics might include financial indicators such as profit margins, return on investment, and revenue growth, as well as non-financial indicators like customer satisfaction, product quality, and brand strength (Kaplan & Norton,1992). Business performance is also the holistic evaluation of how well a company or organization is achieving its strategic objectives, operational goals, and financial targets (Neely, 2005).

In Myanmar, the number of foods and beverages manufacturing business has been rising, and most of the manufacturing firms market their products through distributors (wholesalers and retailers) (Myanmar manufacturing summit, 2014). Among them, the Bone Kyaung Sago is one of the long-experienced manufacturing firm. Bone Kyaung Sago was established in 1980. The main raw material is Tapioca produced and distribution of Sago in accordance with health, only local raw materials are used, so

consumers can buy at a low price and good quality. Currently, according to the market demand, using raw materials imported from Thailand and expanding distribution according to good quality and health. Now, Sago seeds are widely used in various Myanmar traditional foods. Bone Kyaung Sago manufacturing business intend to continue to produce and sell high quality products for many years to come, and it has 200 wholesalers in 2023. This paper analyzes the effect of knowledge acquisition and multi-sourcing strategy on operation performance and its effect on business performance of Bone Kyaung Sago manufacturing business's wholesalers.

1.1 Rationale of the Study

Myanmar's manufacturing industry has been gradually growing and evolving over the years, driven by factors such as economic reforms, advancement of technology and a growing domestic market. The country's manufacturing sector encompasses a range of industries including textiles, garments, food processing, pharmaceuticals, and more. The Sago food industry also plays a role in Myanmar's manufacturing industry. The Sago food industry not only caters to the local market but also holds export potential, particularly to neighboring countries where Burmese cuisine is appreciated. Additionally, with the increasing interest in authentic and diverse culinary experiences globally, there is an opportunity for the Sago food industry to expand its reach and contribute to Myanmar's overall manufacturing and economic growth.

Manufacturing firms cannot be survival if their distributors (e.g wholesalers) are not gaining good business performance. The success of manufacturers largely tied with success of their distributors, who are taking responsibilities to launch the product into market and to satisfy the end users. Their business performance is result from their operations effectiveness and efficiency (operational performance). Business performance and operational performance are deeply intertwined in an organization. Business performance lies in a company's ability to manage its resources well and provide a comprehensive overview of how well it is achieving its goals. Effective business performance measurement enables organizations to make informed decisions; It supports effective strategic planning and improves the overall health of the organization. Business performance is important, citing influencers who have contributed significantly.

Operational performance is the measurement and evaluation of the efficiency, effectiveness, and productivity of an organization's internal processes, systems, and activities (Kaplan & Norton, 1996). It focuses on how well an organization executes its day-to-day functions to achieve its objectives and deliver products or services to customers. The operational performance of a distributors is linked to both knowledge acquisition and the utilization of a multi-sourcing strategy of manufacturer within its supply chain. Knowledge acquisition, in the form of continuous learning, innovation, and skill development, significantly impacts operational efficiency. Companies that prioritize knowledge acquisition by investing in distributor training, technology upgrades, and process improvements often witness enhanced operational performance of distributor for long-term success, manufacturer need to evaluate their distributors optimize their processes, manage resources, reduce costs, and improve overall efficiency within the manufacturing supply chain.

Since Bone Kyaung Sago manufacturing firm built large network with wholesalers, distributors because how knowledge acquisition and multi-sourcing strategies impact operational performance of is crucial for wholesalers operating as well as for Bone Kyaung Sago manufacturing firm intermediaries between manufacturers and retailers, wholesalers play a pivotal role in the distribution chain. Assessing the influence of knowledge acquisition and multi-sourcing strategies on their operational performance is pertinent to enhancing manufacturing firm’s effectiveness in this industry. In a competitive business landscape, wholesalers need to be effective in both operational and in overall business performance so that the manufacturer can penetrate the market through distributors. Manufacturer knowledge acquisition can support to wholesalers in many ways sharing knowledge to distributors providing training to them, and upgrading product and market knowledge of distributor.

Implementing both knowledge acquisition and multi-sourcing strategy offers several advantages: reduces the risk of disruptions, enhances cost management, and improves operational flexibility. By diversifying sources, a company can mitigate risks, negotiate better prices, and adapt to changing circumstances. It enhances supply chain resilience and flexibility. When one supplier face challenges or experience disruptions, alternative suppliers can help mitigate the impact, ensuring continuity in production. This flexibility aids in maintaining consistent manufacturing operations, meeting distributor demands, and avoiding potential revenue losses of distributor due to supply interruptions.

It aims to secure a more stable and cost-effective supply chain by working with multiple suppliers and can provide benefits. By diversifying the sourcing base, companies can reduce vulnerabilities to disruptions caused by factors such as supplier insolvency, geopolitical issues, natural disasters, fluctuations in market conditions, or sudden supply chain constraints. This approach seeks to enhance supply chain resilience, flexibility, and overall robustness by having alternatives available in case of unforeseen events affecting the primary sources.

The Bone Kyaung Sago manufacturing firm might encounter unique challenges and opportunities concerning knowledge acquisition and multi-sourcing for higher wholesalers' operational performance and business performance.

1.2 Objectives of the Study

This study includes three objectives,

1. To analyze the effect of knowledge acquisition on operational performance of wholesalers of Bone Kyaung Sago manufacturing business.
2. To analyze the effect of multi-sourcing strategy on operational performance of wholesalers of Bone Kyaung Sago manufacturing business.
3. To examine the effect of operational performance on business performance of wholesalers of Bone Kyaung Sago manufacturing business.

1.3 Scope and Method of the Study

The study focuses on assessing the effect of knowledge acquisition and multi-sourcing strategies on the operational performance and its effect on business performance of wholesalers operating with the Bone Kyaung Sago manufacturing business. The research targets a specific group of participants, namely the wholesalers involved in this manufacturing sector. The scope encompasses 200 wholesalers, with a selected sample size of 135 determined through Raosoft sample size calculator, ensuring a 5% margin of error, 95% confidence interval, and response distribution set at 50%. The study utilizes a simple random sampling method to select 135 wholesalers from the total population of 200 wholesalers of Bone Kyaung Sago manufacturing business.

Primary data are collected through questionnaire method, structured questionnaires are distributed among the selected wholesalers. The questionnaire is designed to gather information on knowledge acquisition practices, multi-sourcing strategies, and measures of operational performance and business performance. The study employs both descriptive analysis and linear regression analysis methods. Secondary data are collected from relevant textbooks, previously published papers and records of Bone Kyaung Sago manufacturing business.

1.4 Organization of the Study

This study is constructed with five chapters. Chapter one is the introduction which consists of the rationale of the study, objectives of the study, scope and method of the study, and organization of the study. Chapter two is about the theoretical background of knowledge acquisition, multi-sourcing strategy, operational performance and business performance, previous studies and conceptual framework of the study. Chapter three describes the profile, knowledge acquisition and multi-sourcing strategy Bone Kyaung Sago manufacturing business. Chapter four includes an analysis of the effect of knowledge acquisition and multi-sourcing strategy on operational performance and its effect on business performance of wholesalers in Bone Kyaung Sago manufacturing business. Chapter five is the conclusion with the findings and discussions, suggestions and recommendations, and needs for further research.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter delves into the theoretical underpinnings and extant literature surrounding the effect of knowledge acquisition and multi-sourcing strategies on the operational performance of wholesalers, and the effect of operational performance on business performance of wholesalers. After that, the conceptual framework of the study is presented.

2.1 Knowledge Acquisition

Knowledge acquisition constitutes a fundamental pillar in enhancing organizational capabilities and competitive advantage. Within the context of wholesalers operating in manufacturing industry, knowledge acquisition encompasses the process of obtaining, assimilating, and leveraging relevant information pertaining to market trends, consumer preferences, technological advancements, and operational best practices. Grant (1996) argued that knowledge acquisition facilitates organizational learning, innovation, and adaptation, thereby bolstering operational efficiency and effectiveness.

Knowledge acquisition refers to the systematic process through which an organization actively identifies, gathers, and assimilates information and expertise from both internal and external sources (McDermott, 1987). It encompasses the methods and strategies employed by a business to acquire insights, skills, and intelligence, with the goal of enhancing its understanding of the industry, market dynamics, and technological advancements. Knowledge acquisition involves activities such as data collection, research, training programs, collaboration, and the utilization of information systems. In the context of wholesalers in relationship with manufacturing business, effective knowledge acquisition becomes a crucial foundation for informed decision-making, innovation, and adaptation to the ever-evolving business environment. There are two primary forms of knowledge acquisition, namely, (1) explicit and (2) tacit as outlined by Huang et al. (2011).

2.1.1 Explicit Knowledge Acquisition

Explicit knowledge refers to information, insights, or know-how that can be articulated, documented, and communicated in a clear and formalized manner (Nonaka & Takeuchi,1996). Explicit knowledge acquisition involves the dissemination of information or knowledge that has been formally incorporated into an organization. This type of knowledge is easily documented and transferable, leading to an increasing prevalence of explicit knowledge acquisition practices within workplaces. Management tools, such as processes, formal language, handbooks, and information systems, play a crucial role in facilitating the communication of explicit knowledge (Coakes, 2006). This type of knowledge is codified and can be easily transferred through written documents, manuals, databases, or other explicit forms of communication. Unlike tacit knowledge, which is rooted in personal experiences and intuition, explicit knowledge is tangible and can be disseminated systematically. Explicit knowledge encompasses documented procedures, industry regulations, technical specifications, and other information that can be shared and utilized to enhance operational performance of distributors. The sharing of explicit knowledge facilitates the transfer of information and ideas within an organization, fostering the development of shared concepts and enabling the systematic reconfiguration of existing capabilities (Wang et al., 2014). Consequently, explicit knowledge sharing within organizational contexts significantly impacts the culture and commitments of employees, playing a vital role in achieving elevated performance levels.

2.1.2 Tacit Knowledge Acquisition

Tacit knowledge acquisition refers to the process of gaining know-how, skills, and understanding that are inherently difficult to articulate and formalize. This type of knowledge is often personal, context-specific, and gained through direct experience and practice. It involves intuitive, non-verbal insights and skills that are typically learned through observation, imitation, and hands-on involvement rather than through formal instruction or documentation. Tacit knowledge is often transferred through social interactions and shared experiences within a community or organization (Polanyi,1966). Tacit knowledge acquisition primarily occurs through face-to-face interactions. The exchange of tacit knowledge relies on individuals' willingness and capacity to share their experiences and apply acquired insights (Holste & Fields, 2010). The foundation of tacit

knowledge exchange lies in the richness of human experience (Nonaka & Takeuchi, 1995). Tacit knowledge acquisition is a one types of knowledge that is deeply rooted in personal experience, insights, and intuition and is often challenging to express or codify explicitly. It encompasses the skills, expertise, and understanding that individuals possess, acquired through practical involvement and hands-on learning. Tacit knowledge plays a crucial role in decision-making, problem-solving, and adapting to the nuanced challenges inherent in the industry for wholesalers. Establishing dependable connections is essential for the exchange of tacit knowledge (Holste & Fields, 2010). Individuals' capabilities, perspectives, attitudes, and life experiences encompass tacit knowledge (Koskinen et al., 2003).

2.2 Multi-Sourcing Strategy

A multi-sourcing strategy is a procurement approach a business strategically diversifies its sources of goods, services, or components by engaging multiple suppliers and partners (Kraljic,1983). The adoption of a multi-sourcing strategy emerges as a strategic imperative for wholesalers, given the complexities inherent in the supply chain and the need for resilience against disruptions. Multi-sourcing involves the deliberate sourcing of inputs, materials, and resources from multiple suppliers, thereby mitigating risks associated with dependency on a single source.

This strategy involves the deliberate decision to obtain resources from various providers rather than relying on a single source. Multi-sourcing aims to mitigate risks, enhance flexibility, and optimize costs by fostering competition among suppliers and leveraging the strengths of each. In the context of wholesalers in the relationship with manufacturing business, a multi-sourcing strategy involves the intentional selection and coordination of multiple suppliers to secure a diverse and reliable supply chain, ultimately influencing the efficiency and resilience of operational processes.

Sourcing, a crucial stage within the procurement process, entails pinpointing and choosing a supplier whose costs, qualities, technologies, timeliness, dependability, and service align most effectively with the organization's requirements (Monczka et al., 2015). Strategic sourcing components include supply management strategy, technology strategy, outsourcing strategy, and multi-sourcing strategy. Multi-sourcing strategies involve acquiring an identical good or service from two or more vendors. In contrast,

single sourcing is characterized by obtaining an identical good or service from only one vendor. Strategic sourcing combines procurement or sourcing strategy with corporate strategy (Porter, 1998). This amalgamation of procurement and corporate strategy signifies the evolution from purchasing to supply management. Strategic sourcing stands as a well-recognized and effective approach for overseeing substantial, medium to long-term procurement initiatives. It encompasses two fundamental competencies: strategic contracting and category management (Monczka et al., 2015).

The landscape of wholesale operations is undergoing dynamic transformations, necessitating a nuanced examination of strategic elements that can impact operational performance.

2.2.1 Supplier Dependency

Supplier dependency refers to the extent to which a business relies on specific suppliers for the procurement of goods, services, or components essential to its operations (Chopra & Meindl, 2001). In a supplier-dependent relationship, a significant portion of a business's inputs or resources is sourced from a limited number of suppliers. The level of supplier dependency can have a profound impact on a company's operational dynamics and factors such as supply chain stability, negotiating power, and responsiveness to market changes. Within the context of wholesalers' business with manufacturing business, understanding and managing supplier dependency is crucial for mitigating risks and ensuring the reliability of the overall supply chain.

2.2.2 Risk Management

Risk management is a systematic and strategic process through which organizations identify, assess, prioritize, and mitigate potential uncertainties and threats that could impact their objectives (Knight,1921). It involves the proactive identification of risks, understanding their potential impact, and implementing measures to control or minimize these uncertainties. In the context of wholesalers doing business with manufacturing business, effective risk management encompasses the ability to navigate challenges such as supply chain disruptions, market fluctuations, and external uncertainties, ensuring resilience and the ability to maintain operational performance even in the face of adverse conditions. For organizations to be successful, it is imperative to

adopt efficient management strategies and practices that continuously assess risks and synchronize the operations of their supply network (Kleindorfer & Saad, 2005). Collaborators within the supply chain must possess a collective understanding and awareness of potential threats that may emerge in their operations (Faisal et al., 2006).

2.2.3 Price Competition

Price competition refers to the strategic rivalry among businesses in a market, where companies seek to gain a competitive advantage by offering lower prices for their goods or services compared to their competitors (Porter,1980). This form of competition is characterized by a focus on price as a key factor influencing consumer choices. In the context of wholesalers' relationship with manufacturing business, price competition is relating to the dynamics of how businesses engage in pricing strategies when implementing a multi-sourcing approach. Understanding price competition is crucial for wholesalers aiming to optimize costs, attract customers, and enhance their overall competitive position in the market.

2.3 Operational Performance

Operational performance refers to the efficiency, effectiveness, and overall productivity of the operational processes within an organization (Norton,1992). Operational performance serves as a critical yardstick for evaluating the effectiveness and efficiency of wholesalers. Operational performance metrics encompass a spectrum of indicators ranging from cost efficiency and productivity levels to customer service standards and supply chain responsiveness. By leveraging knowledge acquisition and multi-sourcing strategies, wholesalers aim to optimize these performance metrics, thereby enhancing their competitive positioning and sustainability in the marketplace. It involves the measurement and evaluation of how well a business executes its day-to-day activities and functions to achieve its goals. The operational performance may include factors such as production output, quality of products or services, cost-effectiveness, supply chain efficiency, and the ability to meet customer demands. In the context of wholesalers doing business with manufacturing business, operational performance is a critical metric that reflects the success of knowledge acquisition and multi-sourcing strategies in enhancing

the business's ability to meet market demands while maintaining efficiency and effectiveness.

The metrics for operational performance encompassed indicators like profitability, market share, and the number of employees within the operational context (Chase, 2006). Operational performance is considered a precursor to business performance, as indicated by studies conducted by (Koch, 2011). Traditionally, operational performance is described as the effectiveness of distributors based on key competitive criteria, including delivery time, cost, quality, and defect rates (Krause et al., 2000). It serves as a metric to gauge how well a company is executing its operational activities.

2.4 Business Performance

Business performance refers to the assessment of a company's operations and results. It encompasses various metrics that evaluate how effectively and efficiently a company is achieving its goals and fulfilling its strategic objectives (Porter,1985). Business performance is a comprehensive evaluation of how well an organization achieves its strategic objectives and fulfills its mission (Kaplan & Norton,1996). It encompasses various dimensions, including financial metrics, operational efficiency, market competitiveness, customer satisfaction, and overall effectiveness in adapting to changing environments. In the context of wholesalers in relationship with manufacturing business, business performance reflects the long-term sustainability and growth of the business. Business performance is characterized as the comprehensive performance of a business unit, distributors. Moreover, the business performance of distributors was evaluated in terms of (a) return on investments (b) market share (c) profitability and (d) sales growth.

Business performance is a multidimensional and contextual concept that can be disaggregated into constituent dimensions that reflect the company’s competitive priorities (Cokins, 2004). Performance measurement systems are an important part of the decision-making process and performance improvements (Petkoska et al., 2020). The basics of performance measurement lay in organizational and management control theories derived from the general systems theory (Smith & Bititci, 2017). Over the past 20 years, the field of performance measurement has evolved from measurement to management (Bititci et al., 2015).

The performance measurement system is multidimensional; it includes financial and non-financial measurements, uses leading and lagging indicators, and links performance measurements to the organization's strategy (Endrikat et al., 2020). Sahlin and Angelis (2019) contributed to the understanding of performance measurement and management research in dynamic and digital environments. In the recent decades, there has been a growing interest in developing innovative and strategic performance measurement systems.

2.5 Previous Studies

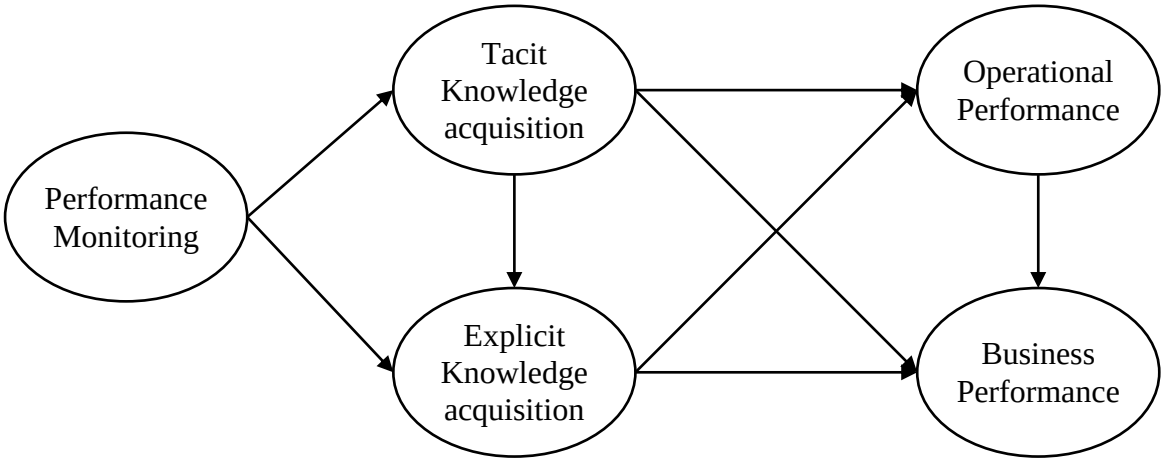
Recognizing tacit knowledge is integral to the effective acquisition and utilization of insights that contribute to enhanced operational performance. There are distinguished various forms of knowledge creation associated with either tacit or explicit knowledge (Nonaka & Takeuchi,1995). Multiple prior studies have suggested that tacit knowledge substantially improves organizational performance (Polanyi,1966). Research by Choi and Krause (2006) focused the importance of multi-sourcing in enhancing supply chain flexibility, reducing costs, and ensuring continuity of operations, thereby directly influencing operational performance outcomes.

In the wholesaling context, the interplay of knowledge acquisition and multi-sourcing strategy has emerged as a pivotal aspect influencing operational performance. A comprehensive understanding of this dynamic requires a review of previous studies that have delved into related domains. The factors representing multi-sourcing strategy have influence on wholesalers' operational performance. The factors representing the multi-sourcing strategy included indicators such as supplier dependency, risk management, and price competition, serving as measures for the operational performance of manufacturing firms. Supplier dependency, risk management, and price competition exerted a positively significant impact on the operational performance of manufacturing companies (Lee & Kim, 2007). In the second section, the theory of supplier dependency is explored, examining the impact of reliance on specific suppliers on knowledge acquisition and overall operational performance. The dynamics of relationships with suppliers play a crucial role in shaping the informational landscape and strategic decisions of wholesalers. Understanding how knowledge acquisition contributes to effective risk management strategies becomes essential for sustaining operational excellence.

As businesses engage with multiple suppliers, theories related to pricing dynamics and competitive strategies were explored to comprehend how pricing influences the effectiveness of a multi-sourcing approach.

This study draws upon insights from two international research papers as its foundational literature. These previous researches conducted their conceptual frameworks to discuss the effect of knowledge acquisition and multi-sourcing strategy on operational performance. The first conceptual framework of previous research studies is shown in Figure (2.1).

Figure (2.1) Conceptual Framework of Redaelli et al.



Source: Redaelli et al. (2015)

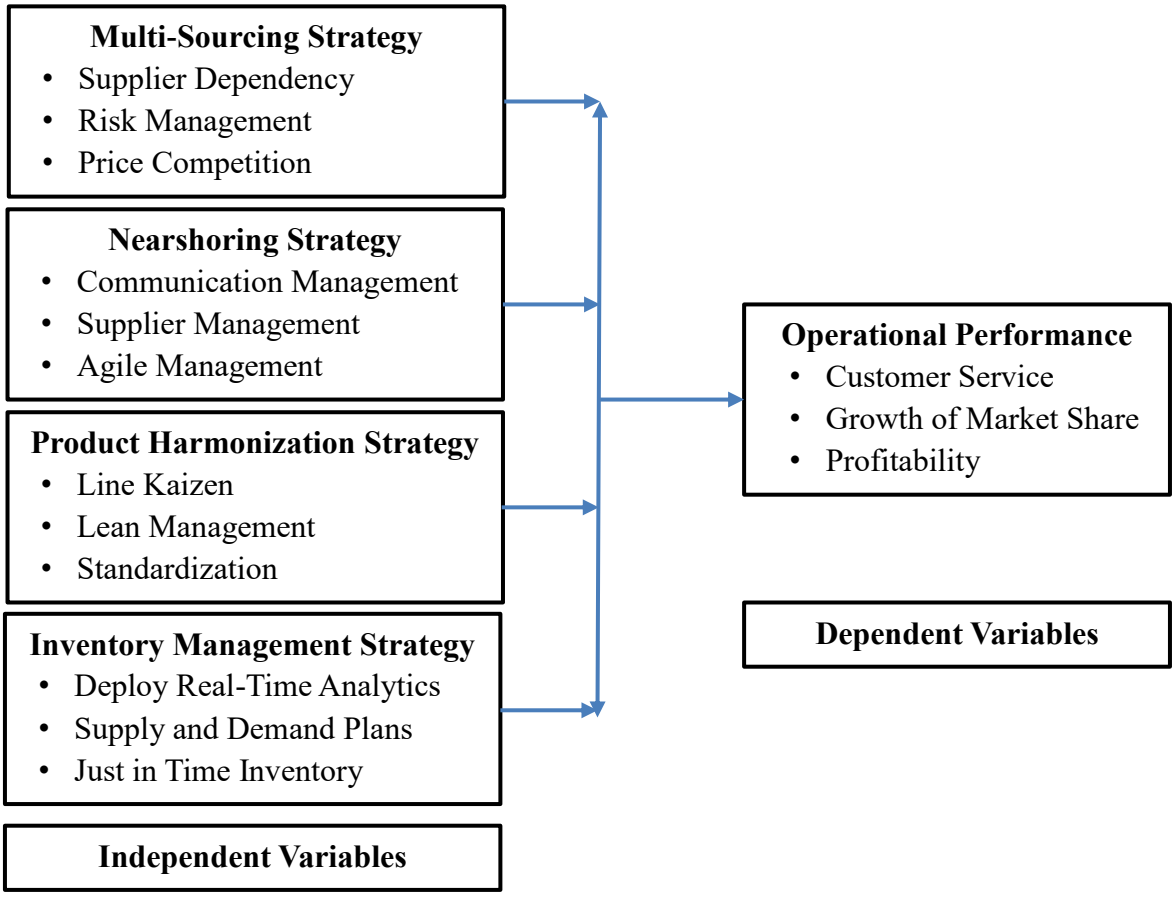
The conceptual framework that was developed of the previous research Redaelli et al. (2015) study as mentioned in Figure (2.1) is to examine the relationship between manufacturer and distributors: knowledge acquisition and performance. The objectives of this previous study are: (1) to investigate the dynamics of knowledge transfer from manufacturers to distributors within the context of the transport equipment sector, (2) to investigate the impact of knowledge transfer from manufacturers on the enhancement of distributor performance, and (3) to emphasize the crucial role of effective knowledge transfer in improving distributor businesses performance.

The structural equation model was applied in this study. The findings emphasized the positive relationship between performance monitoring and knowledge transfer to distributors performance. The study highlighted the significance of formal evaluation processes in enhancing distributor knowledge about products, while also emphasizing the

complementary role of knowledge transfer for optimal results. Tacit knowledge acquisition was found to positively influence on explicit knowledge acquisition, reflecting the importance of direct involvement between manufacturers and distributors in facilitating nuanced information exchange. The study further revealed that operational performance serves as a key mediator, linking knowledge acquisition to business performance. Notably, the results showcased the potential for manufacturers to boost sales performance through supply chain improvements and shared gains within the network, underscoring the pivotal role of knowledge transfer in the development of manufacturer-distributor relationships.

Furthermore, the study emphasized the need for formalized evaluation rules, especially when expanding sales in new markets, to ensure clear performance indicators for distributors. The identified relationships between monitoring, knowledge transfer, and performance offer practical implications for manufacturing managers seeking to align their value chains with strategic objectives. Additionally, the research pointed the importance of distributors' proactive profiles positively influencing knowledge transfer and providing continuous learning opportunities. Despite these contributions, the study acknowledged limitations, such as the use of cross-sectional data and subjective measurements, suggesting avenues for future research to explore long-term effects and incorporate objective measurements. The second reviewed paper is written by Gitonga (2021). The conceptual framework is shown in Figure (2.3).

Figure (2.2) Conceptual Framework of Gitonga



Source: Gitonga (2021)

In Figure (2.2), this research paper described the effect of supply chain resilience strategies on operational performance of manufacturing firms in Nairobi City County, Kenya. It provides a comprehensive examination of the relationships between multi-sourcing strategy, nearshoring strategy, product harmonization strategy, and Inventory management strategy, and their impact on operational performance. The research objectives are: (1) to investigate the impact of multi-sourcing on the operational performance of manufacturing firms in Nairobi City County, Kenya, (2) to assess the influence of near-shoring on the operational performance of manufacturing firms in Nairobi City County, Kenya, (3) to examine the effects of product harmonization on the operational performance of manufacturing firms in Nairobi City County, Kenya, and (4) to evaluate the impact of inventory management on the operational performance of manufacturing firms in Nairobi City County, Kenya.

The expectation was that the implementation of multi-sourcing, near-shoring, product harmonization, and inventory management strategies would lead to superior

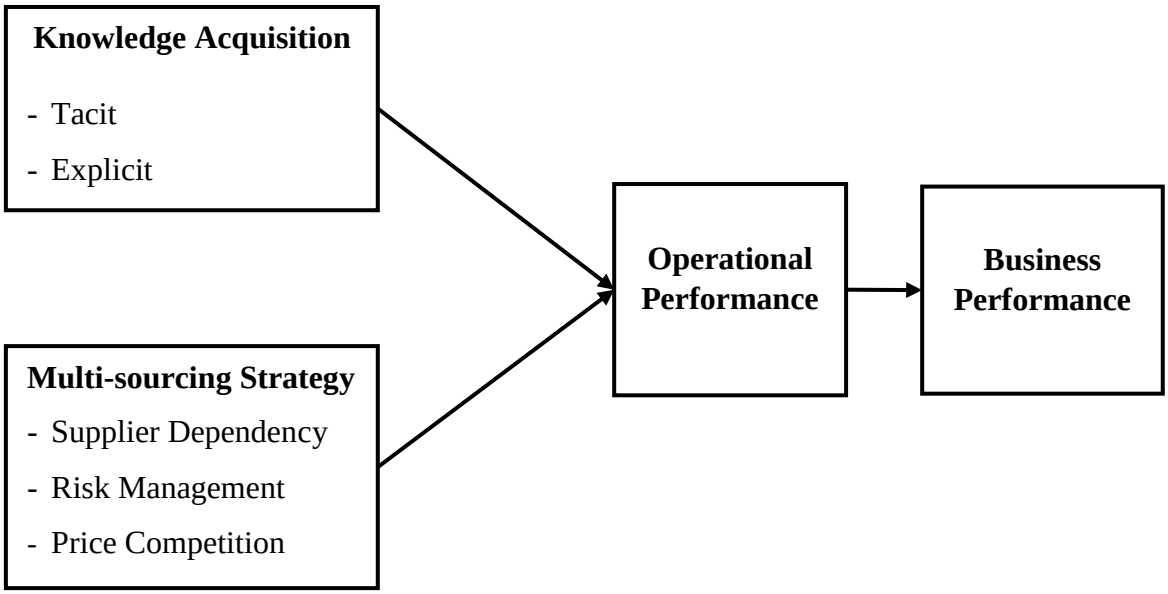
performance and competitive advantages. The results of the regression analysis revealed that the combined effect of these strategies had an insignificant positive relationship with manufacturing operational performance. The study highlighted the importance of effective management strategies and practices in measuring risks constantly to enhance supply network activities. Shared knowledge and perception of potential threats among supply chain partners were deemed crucial. Resilience, as evidenced by the ability to learn from previous disturbances, was identified as a key characteristic. Leading companies were found to provide compliance and supply network vulnerability preparation to various stakeholders, emphasizing the value of supply chain stability.

Specifically, multi-sourcing strategies positively influenced operational performance through indicators such as supplier dependency, risk management, and price competition. Near-shoring strategies were associated with enhanced performance, emphasizing the importance of supply chain communication, supplier management, and agile management. Product harmonization strategies, including line kaizen, lean management, and standardization, significantly impacted operational performance. Similarly, inventory management strategies, such as deploying real-time analytics, supply and demand plans, and just-in-time inventory, had a positive and significant effect on operational performance. Additionally, product harmonization strategies and inventory management practices should be tailored to positively impact profitability, market share, and the number of customers. The findings provide valuable insights for practitioners aiming to optimize their supply chain resilience strategies and improve operational performance in the competitive manufacturing landscape of Kenya.

2.6 Conceptual Framework of the Study

This study aims to analyze the effects of knowledge acquisition and multi-sourcing strategy on operational performance and its effect on businesses performance of wholesalers of Bone Kyaung Sago manufacturing business. The subsequent conceptual framework is formulated on the foundation laid by the preceding studies. The conceptual framework of this study is shown in Figure (2.3).

Figure (2.3) Conceptual Framework of the Study



Source: Own Compilation Based on Previous Studies (2024)

The conceptual framework presented in Figure (2.3) focuses on understanding the effects of knowledge acquisition and multi-sourcing strategy on operational performance of wholesalers of Bone Kyaung Sago manufacturing business. It encompasses dimensions such as knowledge acquisition, including tacit and explicit, as well as multi-sourcing strategy, which encompass supplier dependency, risks management, and price competition. These dimensions are considered crucial in influencing operational performance based on the conceptual model of Redaelli (2015) and Gitonga (2021).

The conceptual framework of the study, as depicted in Figure (2.3), revolves around the comprehensive investigation of the interplay between knowledge acquisition, multi-sourcing strategy, and operational performance within the context of wholesalers of the Bone Kyaung Sago manufacturing business. The study focuses on two key dimensions: knowledge acquisition and multi-sourcing strategy. Knowledge acquisition is dissected into tacit and explicit components, emphasizing the importance of both implicit and experiential knowledge and codified, formalized knowledge in the operational landscape. On the other hand, the multi-sourcing strategy is examined through three critical dimensions: supplier dependency, risk management, and price competition. These dimensions collectively capture the intricacies involved in managing supplier relationships, mitigating risks, and navigating price dynamics, crucial aspects in the strategic approach of wholesalers. The central premise of this conceptual framework is

that both knowledge acquisition and the adoption of a multi-sourcing strategy significantly impact on operational performance. The study posits that proficiency in acquiring and leveraging both tacit and explicit knowledge, coupled with effective management of supplier relationships, risk factors, and pricing dynamics, collectively contribute to enhancing operational performance of wholesalers of Bone Kyaung manufacturing business. The conceptual framework also focuses on the effect of operational performance on business performance of wholesalers of Bone Kyaung Sago manufacturing business. This link is conceptualized by adapting to the model of Redaelli et al. (2015).

CHAPTER 3

PROFILE AND KNOWLEDGE ACQUISITION AND MULTI-SOURCING STRATEGY OF BONE KYAUNG SAGO MANUFACTURING BUSINESS

This chapter consists of four parts: profile of Bone Kyaung Sago manufacturing business its knowledge acquisition and multi-sourcing strategy, reliability test and demographic profile of respondents.

3.1 Profile of Bone Kyaung Sago Manufacturing Business

Bone Kyaung Sago manufacturing business was established in 1980 and it has 200 wholesalers in 2023. The Bone Kyaung Sago manufacturing business is situated at No. (42/100) (A), Kanaung Minthar Gyi Road, Industrial Zone (1), Shwepyithar Township. Bone Kyaung Sago manufacturing business is a prominent player in Myanmar's food processing industry, specializing in the production of high-quality sago products. Sago, derived from the pith of various tropical palm trees, is a staple ingredient in many Asian cuisines and serves as a versatile base for a wide range of culinary creations. Bone Kyaung Sago manufacturing business leverages traditional methods alongside modern techniques to deliver sago products that meet the highest standards of quality and taste.

Bone Kyaung Sago manufacturing's business mission is to provide customers with superior sago products that embody the authentic flavors and culinary traditions of Myanmar while adhering to the highest standards of quality, sustainability, and customer satisfaction. Bone Kyaung Sago manufacturing business offers a diverse array of sago products designed to meet the needs of both domestic and international markets. It is mainly producing premium-quality Pure Sago Pearls, with celebrated for their purity, consistency, and smooth texture. These pearls are versatile and suitable for use in a wide variety of dishes, ranging from desserts to beverages and savory creations. Additionally, the business offers Flavored Sago Desserts, which are ready-to-eat treats infused with natural flavors like coconut, pandan, mango, and lychee, providing consumers with a delightful culinary experience.

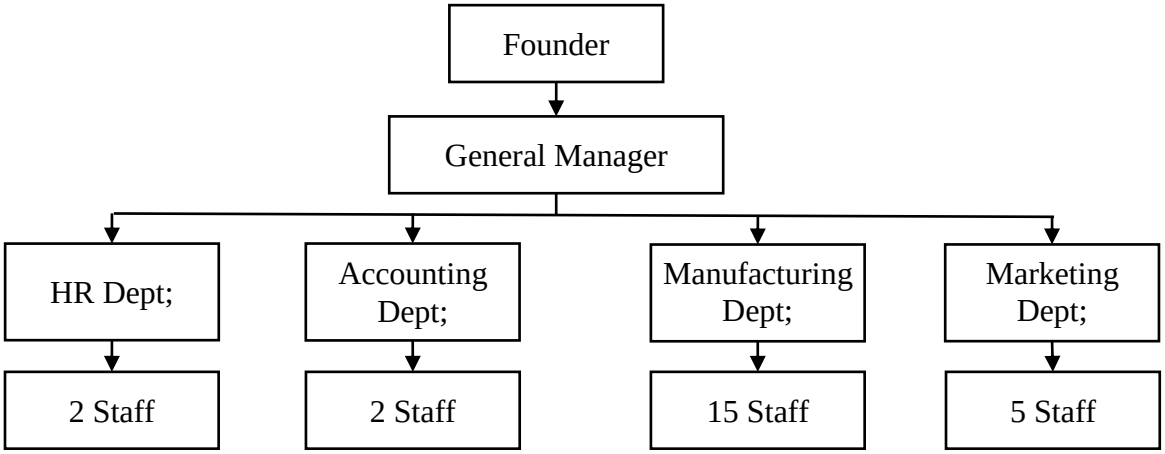
By seeking convenience, Instant Sago Mixes offer quick and easy preparation for delicious desserts at home. Available in various flavors and packaging options, these mixes are perfect for busy households looking to enjoy sago-based treats without the hassle of extensive preparation. Furthermore, the product lineup includes Specialty Sago Products, which encompass innovative snacks, beverages, and confections crafted to cater to evolving consumer preferences. From savory sago snacks to refreshing drinks and indulgent confections, the business specialty products showcase the versatility and adaptability of sago in modern cuisine. Bone Kyaung Sago manufacturing business adhered to stringent quality control measures throughout the production process. Business's sago products are crafted using sustainably sourced raw materials, ensuring freshness, purity, and nutritional value. From cleaning and processing the sago pith to packaging the finished products, every step is executed to maintain the integrity and excellence of Bone Kyaung Sago business's offerings.

As a socially responsible business, Bone Kyaung Sago manufacturing business is dedicated to supporting local communities, promoting sustainable practices, and contributing to the economic development of Myanmar. The business prioritizes ethical sourcing, environmental conservation, and corporate social responsibility initiatives aimed at creating a positive impact on society. Bone Kyaung Sago manufacturing business is dedicated to upholding Myanmar's rich culinary heritage and delivering exceptional sago products that delight consumers worldwide. With a steadfast commitment to quality, innovation, and sustainability, Bone Kyaung Sago manufacturing business is working to continue the growth trend of the sago industry and to be the leading provider of sago products in the market.

3.2 Organization Chat of Bone Kyaung Sago Manufacturing Business

Bone Kyaung Sago manufacturing business has been an organization in the food industry in Myanmar, since 1980. The organization chart of Bone Kyaung Sago manufacturing business as shown in Figure (3.1).

Figure (3.1) Organization Structure of Bone Kyaung Sago Manufacturing Business



Source: Bone Kyaung Sago Manufacturing Business (2024)

At Bone Kyaung Sago manufacturing business, there are 30 peoples including Founder, General Manager and four departments. There are human resource department head and two staffs, accounting department head and two staffs, manufacturing department head and 15 staffs and marketing department head and five staffs. Business plans are directed from the founder to the manager. The Founder's instructions are led by the General Manager, and the four departments and staff work together best.

3.3 Knowledge Acquisition by Bone Kyaung Sago Manufacturing Business

In the operations of Bone Kyaung Sago manufacturing business, an emphasis is placed on actively acquiring and disseminating knowledge within its distribution network. Recognizing the pivotal role of wholesalers playing in the distribution process, the company proactively engages in knowledge exchange initiatives. Bone Kyaung Sago manufacturing business facilitates the transfer of both experiential and procedural knowledge, collaborating closely with wholesalers to enhance operational efficiency and effectiveness.

The company fosters an environment where wholesalers are motivated to share their expertise and insights. Through various training activities and professional development initiatives, Bone Kyaung Sago manufacturing business empowers wholesalers to contribute to knowledge share actively. Leveraging information technology solutions, the company streamlines knowledge transfer processes, ensuring

efficient dissemination of information throughout the distribution network. The trading provided are two times of one year.

Furthermore, Bone Kyaung Sago manufacturing business actively collaborates with wholesalers to enhance their technical knowledge about products and market dynamics. By providing comprehensive training initiatives, the company equips wholesalers with the expertise necessary to navigate the complexities of the marketplace effectively to share knowledge to wholesalers, manager of Bone Kyaung Sago manufacturing business must attend workshop trading at oversea.

Through this collaborative effort, Bone Kyaung Sago manufacturing business ensures that its distribution network remains well-equipped with the knowledge and insights needed to thrive in a competitive business environment. By prioritizing knowledge acquisition and dissemination, the company strengthens its relationships with wholesalers and enhances its overall operational performance.

3.4 Multi-sourcing Strategy by Bone Kyaung Sago Manufacturing Business

For the effective support from wholesalers within the Bone Kyaung Sago manufacturing business's distribution network, it recognizes the importance of strategic alignment with vendors and the implementation of a multi-sourcing strategy to enhance competitive edge in the marketplace. The business focuses on ensuring that the partnerships with wholesalers are strategically aligned to bolster the secure resilience in market.

Embracing a multi-sourcing strategy, Bone Kyaung Sago manufacturing business effectively mitigates the risks associated with supply disruption. By diversifying its vendor base, the company minimizes dependency on any single supplier, thereby safeguarding against potential disruptions and enhancing the market bargaining power. This approach not only ensures continuity of supply but also promotes a more sustainable and resilient supply chain ecosystem.

Although the business yearly selected two or three main suppliers, various supplier normally offers to sell their raw materials to the business currently the business is sourcing the main material (tapioca) from three local supplier. To make business competitive, it recognizes the importance of embracing multi-sourcing strategies to mitigate risks and maintain a competitive edge in the marketplace. However, it also

acknowledges that fluctuations in pricing and material availability resulting from these strategies can impact the competitive pricing capabilities. To overcome this challenge, the business continuously monitors market trends and adapt pricing strategies accordingly, ensuring that remaining competitive while maintaining profitability.

3.5 Reliability Analysis

The research extensively utilizes Likert scales. Hence, it's crucial to validate the accuracy of each dimension before utilization. Reliability refers to the extent to which data-gathering methods and analysis processes yield results comparable to those of previous researchers. Table (3.1) outlines the findings of the reliability test. Cronbach's Alpha, a measure of internal reliability for the questionnaire. As per Sekaran and Bougie (2017), Cronbach's Alpha typically ranges from 0.80 to nearly 0.95, indicating a high level of reliability. Values between 0.70 and 0.80 suggest good reliability, while those from 0.60 to 0.70 indicate moderate reliability. Coefficients below 0.60 suggest poor reliability, with values below 0.50 considered unacceptable. Generally, Cronbach's Alpha values above 0.6 are deemed acceptable for ensuring internal coherence. The reliability test outcomes are detailed in Table (3.1).

Table (3.1) Reliability Test Results

Sr. No.	Statement	No. of Items	Cronbach's Alpha
1	Tacit	5	0.623
2	Explicit	5	0.603
3	Supplier Dependency	5	0.602
4	Risk Management	5	0.623
5	Price Competition	5	0.606
6	Operational Performance	9	0.738
7	Business Performance	5	0.743

Source: Survey Data (2024)

Based on the reliability test results presented in Table (3.1), an analysis of the internal consistency of various dimensions within the thesis can be conducted. The

Cronbach's Alpha values indicate the degree of reliability associated with each dimension.

While some dimensions within the thesis demonstrate acceptable levels of reliability, others indicate potential issues with internal consistency that may warrant further investigation or refinement of measurement items.

3.6 Demographic Profile of Respondents

In this research, structured questionnaires were administered through interviews with 135 randomly selected wholesalers affiliated with the Bone Sago manufacturing business. The demographic profile of these 135 respondents is presented in Table (3.2).

Table (3.2) Demographic Profile of Respondents

Sr. No.	Demographic Factors	No. of Respondents	Percentage
1	**Age (Years)**		
	Below 35	7	5
	36 to 45	25	19
	46 to 55	58	43
	56 years and above	45	33
2	**Gender**		
	Male	33	24
	Female	102	76
3	**Education**		
	Middle to High School	43	32
	Graduate	61	45
	Diploma	17	13
	Master Degree	14	10
4	**Working Experience (Years)**		
	less than 3	5	4
	3 to 6	6	4
	7 to 10	54	40
	Above 11	70	52
Total		**135**	**100**

Source: Survey Data (2024)

As illustrated in Table (3.2), the survey encompasses a diverse range of respondents about age, gender, education, and working experience. In terms of age distribution, the majority of respondents fall within the age range of 46 to 55 years, constituting 43% of the total sample size, followed by individuals aged 56 years and above, comprising 33%. Additionally, respondents below the age of 25 constitute 5%, while those aged between 26 to 57 make up 19% of the sample.

Regarding gender representation, the study includes a higher proportion of female respondents, accounting for 76% of the total sample, compared to male respondents, who constitute 24%.

In terms of educational background, a considerable portion of respondents are graduates, comprising 45% of the sample, followed by non-graduates at 32%. Further breakdown reveals that 13% of respondents hold diplomas, while 10% possess a Master's degree.

Examining the working experience of respondents, the study includes individuals with varied tenure. The majority of respondents have more than 11 years of working experience, constituting 52% of the sample, followed by those with 7 to 10 years of experience, accounting for 40%. A smaller proportion of respondents have 3 to 6 years of experience (4%), while only a few have less than 3 years of experience (4%).

Overall, the demographic profile provides a comprehensive understanding of the diverse characteristics of the respondents involved in the thesis study, encompassing age, gender, education level, and working experience. Since the wholesalers are business owners, they aged between 45 and 55, and mostly are female due to the nature of business. Most of the wholesalers are graduated and they have distribution Sago experience between seven to ten years.

CHAPTER 4

ANALYSIS ON EFFECT OF KNOWLEDGE ACQUISITION AND MULTI-SOURCING STRATEGY ON OPERATIONAL PERFORMANCE AND BUSINESS PERFORMANCE OF WHOLESALERS OF BONE KYAUNG SAGO MANUFACTURING BUSINESS

In this study, both descriptive and regression methods are applied for data analysis. This chapter firstly presents the descriptive analysis results of wholesaler perception on knowledge acquisition and multi-souring strategy of Bone Kyaung Sago manufacturing business. Then the results from regression analysis on effect of knowledge acquisition on wholesaler operational performance, the effect of multi-souring strategy on wholesaler operational performance, and the effect of operational performance on business performance of wholesalers are presented.

4.1 Wholesaler Perception on Knowledge Acquisition

This study utilizes a structured questionnaire to the wholesaler perception on knowledge acquisition, multi-sourcing strategy, operational performance, and business performance. The questionnaire employs a five-point Likert scale to assess these factors. Descriptive statistics is conducted by calculating mean value. Following Best's (1977) guidelines, the mean values on the five-point Likert scale are follows: scores ranging from 1.00 to 1.80 indicate strongly disagreement, scores from 1.81 to 2.60 denote disagreement, scores from 2.61 to 3.40 represent neutrality, scores from 3.41 to 4.20 signify agreement, and scores from 4.21 to 5.00 indicate strongly agree level.

4.1.1 Wholesaler Perception on Tacit Knowledge Acquisition

Table (4.1) offers a comprehensive exploration of tacit knowledge dynamics within the realm of wholesalers, elucidating their perceptions regarding knowledge acquisition. Through a series of statements accompanied by mean values and standard deviations, this table provides insight into the nuanced landscape of tacit knowledge acquisition of Bone Kyaung Sago manufacturing business perceived by wholesalers.

Table (4.1) Tacit Knowledge Acquisition

Sr. No.	Statement	Mean Value	Std. Deviation
1	Bone Kyaung Sago often share or transfer experience-based knowledge.	3.42	0.64
2	Bone Kyaung Sago often share or transfer procedural knowledge.	3.63	0.57
3	Wholesalers often exchange and transmit knowledge relevant to their areas of expertise with Bone Kyaung Sago.	3.54	0.64
4	Wholesalers often acquire expert knowledge from others.	3.72	0.55
5	The manufacturer engages directly with Wholesalers for, making improvements in sales processes.	3.53	0.61
	Overall Mean	**3.51**	

Source: Survey Data (2024)

As shown in Table (4.1), the wholesalers agree that Bone Kyaung Sago manufacturing business frequently engages in the sharing or transfer of experience-based knowledge with mean value of (3.42) which is within the agree level. Wholesalers exchange insights derived from hands-on experience, highlighting the value they place on practical wisdom of Bone Kyaung Sago manufacturing business.

Moving forward, the wholesalers agree that Bone Kyaung Sago towards the transmission of procedural knowledge, with wholesalers. This indicates a robust culture of sharing operational know-how with wholesalers, underlining their commitment to enhancing efficiency through procedural insights.

The similar sentiment that wholesalers agree that they, actively exchange knowledge pertinent to their respective domains of expertise, with Bone Kyaung Sago manufacturing business. This reflects a collaborative environment where expertise is shared and leveraged for mutual benefit, fostering a collective pool of specialized knowledge.

Moreover, the wholesalers agree that they are acquiring expert knowledge from external sources. This mean that their proactive approach towards knowledge acquisition, tapping into external expertise to enrich their understanding and capabilities.

Lastly, wholesalers also agree with the fifth statement highlighting the manufacturer's direct engagement with wholesalers to refine sales processes. This signifies a collaborative partnership wherein manufacturers actively contribute to enhancing sales strategies, underscoring the interconnectedness of supply chain stakeholders.

The overall mean of 3.51 reflects a generally agree of wholesalers with positive outlook towards tacit knowledge exchange within the wholesale context, emphasizing the importance of collaborative learning and cross-functional collaboration in driving organizational success.

4.1.2 Wholesaler Perception on Explicit Knowledge Acquisition

Table (4.2) provides a quantitative lens into the explicit mechanisms driving knowledge dissemination among wholesalers. By examining factors such as motivational drivers, training initiatives, and technological enablers, this Table sets the factors for a deeper understanding of the deliberate efforts undertaken by wholesalers and manufacturer to facilitate explicit knowledge acquisition.

Table (4.2) Explicit Knowledge Acquisition

Sr. No.	Statement	Mean Value	Std. Deviation
1	Wholesalers are often motivated by knowledge transmission.	3.71	0.59
2	Wholesalers are often given a variety of training activities for professional development.	3.72	0.60
3	Wholesalers are assisted by information technology solutions for operational problems.	3.52	0.64
4	The manufacturer has contributed to training on technical knowledge about products.	3.92	0.48
5	The manufacturer has helped with training to increase knowledge about the market.	3.62	0.62
	Overall Mean	**3.69**	

Source: Survey Data (2024)

As shown in Table (4.2), the wholesalers agree that manufacturer’s motivation in driving knowledge transmission among wholesalers. This shows that wholesalers are intrinsically motivated to share knowledge, indicating a proactive stance towards fostering a culture of learning and knowledge sharing within the industry.

Similarly, wholesalers agree with the manufacturer provides training activities for professional development by nurturing knowledge exchange among wholesalers. This indicates a concerted effort to equip wholesalers with the necessary skills and competencies through diverse training initiatives, thereby enhancing their capacity for knowledge dissemination and application.

Wholesalers also agree with the manufacturer assist information technology solutions in facilitating knowledge exchange among wholesalers. This proves a reliance on technological tools and platforms to support explicit knowledge sharing, by noticing the importance of leveraging digital solutions for enhanced collaboration and communication.

Furthermore, wholesalers agree with they recognize manufacturer's contribution to increasing training opportunities for wholesalers, focusing on technical knowledge about products and market insights, respectively. These findings emphasize the collaborative efforts between wholesalers and manufacturers to enrich wholesalers' understanding of both product specifications and market dynamics, ultimately empowering them to better serve their customers.

The overall mean value of 3.69 means that wholesalers agree that they have generally positive outlook towards explicit knowledge management within the wholesale industry of Bone Kyaung Sago manufacturing business, highlighting the concerted efforts of stakeholders to foster a culture of continuous learning and knowledge sharing through motivational incentives, training initiatives, and technological support.

4.2 Wholesaler Perception on Multi-sourcing Strategy

The introduction to multi-sourcing strategy highlights its importance in modern supply chain management. Dependency on a single supplier exposes businesses to significant risks, making multi-sourcing crucial for ensuring continuity in operations amidst disruptions. Moreover, by spreading production across various suppliers, companies can effectively manage risks associated with quality fluctuations, delivery

delays, and geopolitical uncertainties. Additionally, multi-sourcing encourages healthy competition among suppliers, leading to competitive pricing, improved quality, and increased negotiating leverage. Overall, adopting a multi-sourcing strategy enables organizations to build resilient, flexible, and cost-effective supply chain networks essential for sustainable growth.

4.2.1 Wholesaler Perception on Supplier Dependency

Table (4.3) delves into the dynamics of supplier dependency within the context of wholesale operations, shedding light on the strategies and practices employed by Bone Kyaung Sago manufacturing business to manage the relationships with suppliers. Supplier dependency plays a pivotal role in shaping the resilience and competitiveness of businesses, particularly in industries reliant on robust supply chains for seamless operations. Through a series of statements, the Table captures key aspects such as supplier categorization criteria, the efficacy of multi-sourcing strategies in mitigating supply chain risks, and considerations for maintaining market bargaining power and continuity of supply.

Table (4.3) Supplier Dependency

Sr. No.	Statement	Mean Value	Std. Dev
1	Categorizing suppliers is typically done not solely based on purchase volume.	3.72	0.58
2	Multi-sourcing strategy always lowers the risks of supply disruption and makes sure that the business is not dependent on one vendor.	3.62	0.61
3	Even if the product is in same type, wholesalers purchase from multi-suppliers for market continuity of supply.	3.73	0.59
4	The business typically categorizes suppliers by their pricing strategy.	3.61	0.64
5	The business normally categorizes the suppliers by after sale services.	3.82	0.56
	Overall Mean	**3.70**	

Source: Survey Data (2024)

As shown in Table (4.3), the wholesalers agree with Bone Kyaung Sago manufacturing business's supplier categorization, is moving beyond mere purchase volume considerations. This indicates a recognition of various factors beyond transactional volume that influence supplier categorization decisions, highlighting a strategic approach to supplier relationship management.

Similarly, wholesalers agree with the manufacturer recognizes the importance of multi-sourcing strategies in reducing supply disruption risks and avoiding dependency on a single vendor. This reflects a proactive stance towards risk management, emphasizing the adoption of diversified sourcing approaches to enhance supply chain resilience and flexibility.

Wholesalers also agree with the manufacturer practice the sourcing products from multiple suppliers, even for similar products, to maintain market bargaining power and ensure continuity of supply. This highlights the strategic importance of supplier diversification in mitigating dependency risks and preserving negotiating leverage in the marketplace.

Furthermore, wholesalers agree with manufacturer uses the criteria for supplier categorization, focusing on pricing strategy and after-sales services, respectively. These findings Prove that a balanced approach to supplier categorization, considering both financial and service-related factors to optimize supplier relationships and enhance overall business performance.

The overall mean value of 3.70 indicates that the wholesalers agree that they have a positive outlook towards supplier dependency management within the wholesale industry, reflecting strategic efforts to diversify sourcing channels, optimize supplier categorization criteria, and mitigate risks associated with supplier dependency. By adopting proactive strategies and embracing supplier diversification principles, wholesale businesses aim to strengthen their supply chains and position themselves for long-term success in dynamic market environments.

4.2.2 Wholesaler Perception on Risk Management

Table (4.4) serves as a crucial resource for business to evaluate and enhance its risk management practices, perceived by wholesalers, ensuring operational resilience and continuity amidst supply chain disruptions.

Table (4.4) Risk Management

Sr. No.	Statement	Mean Value	Std. Dev
1	Familiarity with the multi-sourcing strategy in this business is evident for reducing stock shortage risk of wholesalers.	3.52	0.64
2	The business knows its supplier networks in detail as risk management strategies.	3.62	0.56
3	The business is much more proactive about managing relationships with vendors so that it can avoid frequent disruptions in supply chain.	3.52	0.64
4	The business prefers the supplier who share the risk with the business regarding inflation.	3.62	0.55
5	The business selects the supplier who share market information with business.	3.53	0.68
	Overall Mean	**3.57**	

Source: Survey Data (2024)

Wholesalers agree with the they understand that the business's familiarity with multi-sourcing strategies reduces their risk of stock shortage.

Wholesalers also agree with the manufacturing business has detailed knowledge of supplier networks as a risk management strategy. This reflects a proactive stance towards risk management, emphasizing the significance of understanding supplier relationships and dependencies to anticipate and mitigate potential disruptions effectively.

The agreement with highlights the proactive nature of wholesale businesses in managing relationships with vendors to minimize supply chain disruptions. This shows a concerted effort to foster collaborative partnerships with suppliers, enabling proactive risk mitigation and resilience-building within the supply chain.

Moreover, agreement with the preference for suppliers willing to share risks and market information with the business. These findings Prove that the importance of mutual trust and collaboration in risk management efforts, highlighting the value placed on transparent and cooperative supplier relationships.

The overall mean value of 3.57 reflects wholesalers agree that they have a generally positive outlook towards risk management of their manufacturing business,

indicating a proactive approach to identifying, assessing, and mitigating risks within the supply chain. By leveraging strategies such as multi-sourcing, detailed supplier network knowledge, proactive relationship management, and collaborative risk-sharing arrangements, wholesale businesses aim to enhance supply chain resilience and ensure continuity of operations in the face of evolving risk landscapes.

4.2.3 Wholesaler Perception on Price Competition

Table (4.5) serves as a valuable resource for business to understand competitive pricing dynamics, adapt strategies, and maintain competitiveness in the market.

Table (4.5) Price Competition

Sr. No.	Statement	Mean Value	Std. Dev
1	The fluctuations in pricing caused by supplier significantly impact on business competitiveness.	3.73	0.63
2	The fluctuations in material availability caused by supplier significantly impact on business competitiveness.	3.62	0.58
3	Business pricing strategy is tied with its multi sourcing strategy.	3.72	0.57
4	Different suppliers are using different pricing strategies, which effect on wholesalers.	3.52	0.60
5	In this industry (market), no one supplier can control the price (no market dominance by one supplier).	3.71	0.57
	Overall Mean	**3.66**	

Source: Survey Data (2024)

Wholesalers agree with they noticed that pricing fluctuations caused by suppliers effect on business competitiveness. This means that pricing dynamics driven by suppliers play a pivotal role in shaping the competitive landscape within the Sago marketing, emphasizing the importance of price stability and consistency in maintaining market position.

Similarly, they agree with they understand the influence of material availability fluctuations, caused by suppliers, on business competitiveness. This reflects the

interconnected nature of supply chain dynamics and pricing strategies, highlighting the need for effective supply chain management to mitigate the impact of material availability on pricing and competitiveness.

Agreement with the indicates a strategic alignment between business pricing strategies and multi-sourcing approaches. This shows that wholesale businesses leverage multi-sourcing strategies not only to mitigate risks but also to optimize pricing strategies, underlying the strategic integration of sourcing decisions with pricing considerations.

Furthermore, agreement with they recognized the variability in pricing strategies employed by different suppliers. This highlights the diverse pricing landscape, emphasizes the need for wholesalers to adapt their pricing strategies in response to supplier-specific dynamics and market conditions.

Lastly, agreement with they know the absence of market dominance by any single supplier. This means a relatively balanced competitive landscape within the industry, wherein no single supplier holds significant pricing power, fostering a more competitive environment beneficial to wholesalers and consumers alike.

The overall mean value of 3.66 reflects wholesalers that they understand of price competition dynamics within the wholesale industry, highlighting the interplay between supplier-driven pricing fluctuations, multi-sourcing strategies, and market dynamics. By navigating pricing complexities and leveraging strategic sourcing decisions, wholesale businesses aim to maintain competitiveness and sustain growth in dynamic market environments.

4.3 Operational Performance and Business Performance

Operational performance focuses on the efficiency and effectiveness of internal processes, while business performance encompasses broader outcomes such as quality, productivity, and cost reduction. Strong operational performance is essential for achieving superior business performance, as efficient processes lead to cost savings, productivity improvements, and customer satisfaction. However, strategic initiatives, innovation, and market differentiation also play crucial roles in driving long-term business success. Organizations that excel in both operational and business performance align internal operations with external market demands, innovate continuously, and remain agile to meet evolving customer needs and competitive pressures.

4.3.1 Operational Performance of Wholesalers of Bone Kyaung Sago Manufacturing Business

Table (4.6) provides a comprehensive overview of operational performance of wholesalers. It encompasses various indicators such as quality management practices, customer complaints handling, product quality, cost reduction efforts, process improvements, inventory management, and competitiveness in terms of cost of sales.

Table (4.6) Operational Performance

Sr. No.	Statement	Mean Value	Std. Dev
1	The implementation of quality management practices affects the entire operation.	3.32	0.73
2	Wholesalers are able to maintain a low number of customer complaints concerning product quality.	3.53	0.74
3	Wholesalers have superior product quality compared to competitors.	3.41	0.72
4	Operating costs have been reduced.	3.52	0.77
5	The delivery time has been reduced.	3.43	0.81
6	The improvement in all processes is evident.	3.63	0.71
7	Wholesalers can reduce inventory costs.	3.51	0.69
8	The cost of sale is lower than that of competitors.	3.61	0.77
9	The reduction in cost achieved are considerably better value than expected.	3.51	0.72
	Overall Mean	**3.49**	

Source: Survey Data (2024)

Wholesalers agree with they know that the implementation of quality management practices significantly impact the entire operation. This indicates a recognition of the integral role that quality management plays in driving operational excellence and ensuring consistent product or service delivery.

Similarly, agreement with they can reduce quality complaints from customers due to superior product quality over competitors. These findings highlight the importance

placed on maintaining high product quality standards and outperforming competitors in terms of product quality, both of which are crucial for fostering customer loyalty and trust.

Moving on to cost-related factors, agreement with statements four through nine shed lights on various cost reduction initiatives and their impact on operational efficiency. These initiatives encompass reductions in operating costs, inventory costs, and cost of sales, as well as achieving cost reductions that exceed expectations. These findings prove the significance of cost management efforts in enhancing operational performance and competitiveness.

The overall mean value of 3.49 reflects wholesalers agree that they have positive perception of their operational performance. While there is recognition of the importance of quality management, customer satisfaction, and cost reduction initiatives, they are achieving improvement and optimization of operational processes to drive even greater efficiency and effectiveness. By prioritizing continuous improvement initiatives and leveraging best practices in quality management and cost reduction, wholesale businesses can further enhance their operational performance and maintain a competitive edge in the marketplace.

4.3.2 Business Performance of Wholesalers of Bone Kyaung Sago Manufacturing Business

Table (4.7) offers a comprehensive evaluation of business performance of wholesalers, providing insights into key metrics and indicators that determine the success and competitiveness of businesses operating in this sector.

Table (4.7) Business Performance

Sr. No.	Statement	Mean Value	Std. Dev
1	Market share increase compared to those of competitors.	3.62	0.83
2	Sales increase compared to competitors' sales.	3.82	0.83
3	Profitability can be compared to competitors' profitability.	3.81	0.85
4	Number of customers increased.	3.92	0.73
5	The business has responded adequately to wholesaler's requests.	4.15	0.77
	Overall Mean	**3.86**	

Source: Survey Data (2024)

Wholesalers agree with they receive increased market share, sales and profitability. These findings show that the wholesale business with Bone Kyaung Sago manufacturing business is perceived to be competitive in terms of market share, sales growth, and profitability relative to its industry peers. This indicates a positive perception of the business's ability to effectively compete and thrive in the marketplace.

Agreement with the statement customer expansion, indicating that the business has successfully increased its customer base. This reflects a proactive approach to customer acquisition and retention, underscoring the business's ability to attract and retain customers in a competitive market environment.

Lastly, agreement with statement to the business's responsiveness to wholesaler requests. This means that the business is highly responsive to the needs and requests of wholesalers, fostering strong relationships and partnerships within the supply chain. Such responsiveness is crucial for meeting customer demands, addressing concerns promptly, and maintaining high levels of satisfaction and loyalty among wholesalers.

The overall mean value of 3.86 indicates that wholesalers agree that they have a positive perception of business performance within the wholesale industry. The wholesale business is perceived to be competitive in terms of market share, sales growth, and profitability compared to competitors, while also demonstrating success in customer

expansion and responsiveness to wholesaler needs. By continuing to focus on these key performance indicators and leveraging strengths in customer service and responsiveness, the business can further enhance its competitive position and drive sustained growth and success in the marketplace.

4.4 Analysis on the Effect of Knowledge Acquisition on Operational Performance

This research study examines how knowledge acquisition effects the operational performance of wholesalers of Bone Kyaung Sago manufacturing business. Using a regression model in SPSS Software, the study investigates the relationship between knowledge acquisition and operational performance. Table (4.8), illustrate the effect of knowledge acquisition on operational performance.

Table (4.8) The Effect of Knowledge Acquisition on Operational Performance

Independent Variable (Work Motivation)	**Unstandardized Coefficients**		**Beta**	**t-value**	**Sig.**	**VIF**
	B	**Std. Error**				
Constant	2.568	.333		7.721	.001	
Tacit	.076	.081	.086	.946	.346	1.170
Explicit	.208**	.084	.225	2.481	.014	1.170
R	.270					
R Square	.073					
Adjusted R Square	.059					
Durbin Watson	1.840					
F-value	5.170***					

Source: Survey Data (2024)

Notes: *** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

The analysis conducted in this research study delves into the relationship between knowledge acquisition and operational performance within the context of Bone Kyaung Sago Manufacturing Business. Utilizing a regression model in SPSS Software, the study aims to uncover how knowledge acquisition practices, specifically tacit and explicit

knowledge, impact the operational performance of the business. The results, as presented in Table (4.8), provide insights into the effect of knowledge acquisition on operational performance.

The findings indicate that explicit knowledge acquisition has a statistically significant positive effect on operational performance, as evidenced by its beta value of .208 and significance level of 5%. In contrast, the impact of tacit knowledge acquisition on operational performance appears to be statistically insignificant, with a beta value of .076 and a significance level of .946.

Furthermore, the regression model's overall explanatory power is reflected in the R Square value of .073, suggesting that approximately 7.3% of the variance in operational performance can be explained by the independent variables of tacit and explicit knowledge acquisition. The value of the F test, which measures the overall model, is highly significant at the 1% significant level indicates that the regression model is statistically significant, reinforcing the relationship between knowledge acquisition and operational performance.

The explicit knowledge acquisition, focusing on procedural and codified knowledge, is found to positively influence operational performance, driving enhancements in quality management, customer satisfaction, and cost reduction initiatives. However, the impact of tacit knowledge acquisition appears to be limited in this context.

Overall, the findings presented in Table (4.8) highlight the importance of explicit knowledge acquisition in driving operational performance of wholesalers of Bone Kyaung Sago manufacturing business. While tacit knowledge acquisition may not demonstrate a significant direct impact on operational performance in this context, the results highlight the need for further exploration and consideration of explicit knowledge acquisition in enhancing operational effectiveness and efficiency within the organization.

4.5 Analysis on the Effect of Multi-sourcing Strategy on Operational Performance

This study investigates the effect of implementing a multi-sourcing strategy on the operational performance of wholesalers of Bone Kyaung Sago manufacturing business. Employing a regression model within SPSS software, the research explores how the

adoption of a multi-sourcing strategy influences operational performance. The results of this analysis are presented in Table (4.9), demonstrating the effect of the multi-sourcing strategy on operational performance.

Table (4.9) The Effect of Multi-sourcing Strategy on Operational Performance

Independent Variable (Work Motivation)	Unstandardized Coefficients		Beta	t-value	Sig.	VIF
	B	Std. Error				
Constant	1.505	.336		4.481	.001	
Supplier Dependency	.188**	.074	.205	2.536	.012	1.132
Risk Management	.094	.077	.107	1.214	.227	1.344
Price Competition	.295***	.085	.319	3.476	.001	1.456
R	.493					
R Square	.243					
Adjusted R Square	.226					
Durbin Watson	1.859					
F-value	14.014***					

Source: Survey Data (2024)

Notes: *** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

The analysis conducted in this study focuses on examining the influence of implementing a multi-sourcing strategy on the operational performance of Bone Kyaung Sago manufacturing business. Utilizing a regression model in SPSS software, the research investigates how the adoption of a multi-sourcing strategy impacts various aspects of operational performance within the organization. The results of this analysis are presented in Table (4.9), which outlines the effect of the multi-sourcing strategy on operational performance.

The findings reveal that the adoption of a multi-sourcing strategy significantly influences operational performance within the organization. Specifically, supplier

dependency and price competition demonstrate statistically significant positive effects on operational performance, as evidenced by their respective beta values of .188 and .295, and significance levels of 5% and 1%. In contrast, risks management does not show a statistically significant direct impact on operational performance, with a beta value of .094 and a significance level of .227.

Furthermore, the regression model's overall explanatory power is reflected in the R Square value of .243, indicating that approximately 24.3% of the variance in operational performance can be explained by the independent variables of supplier dependency, risks management, and price competition. The F-value of 1% confirms the statistical significance of the regression model, supporting the relationship between the multi-sourcing strategy and operational performance.

The adoption of a multi-sourcing strategy significantly impacts operational performance, particularly through aspects such as supplier dependency and price competition, which demonstrate statistically significant positive effects. Nonetheless, the influence of risks management on operational performance is deemed insignificant, signaling the need for further exploration in this area.

Overall, the findings presented in Table (4.9) by effectively managing supplier dependencies and leveraging competitive pricing dynamics Bone Kyaung manufacturing business improvements in operational efficiency and effectiveness of its wholesalers, ultimately contributing to its overall success and competitiveness in the marketplace.

4.6 Analysis on the Effect of Operational Performance on Business Performance

The analysis of the effect of operational performance on business performance is a critical aspect of understanding the dynamics of organizational success. This examination delves into the intricate relationship between how efficiently and effectively operations are managed and the overall performance and success of the business. Operational performance encompasses various metrics such as productivity, efficiency, quality, and responsiveness, all of which can significantly influence business outcomes. The findings, detailed in Table (4.10), provide valuable insights into the extent to which operational excellence drives business success and competitiveness.

Table (4.10) The Effect of Operational Performance on Business Performance

Independent Variable (Work Motivation)	Unstandardized Coefficients		Beta	t-value	Sig.	VIF
	B	Std. Error				
Constant	2.810	.396		7.088	.001	
Operational Performance	.317***	.110	.243	2.895	.004	1.000
R	.243					
R Square	.059					
Adjusted R Square	.052					
Durbin Watson	1.650					
F-value	8.381***					

Source: Survey Data (2024)

Notes: *** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

The analysis on the effect of operational performance on business performance is a crucial endeavor in understanding the dynamics of organizational success. This examination delves into the intricate relationship between how efficiently and effectively operations are managed and the overall performance and success of the business. Operational performance encompasses various metrics such as productivity, efficiency, quality, and responsiveness, all of which can significantly influence business outcomes. Through a comprehensive examination utilizing descriptive analysis techniques, this study aims to illuminate the impact of operational performance on business performance. The findings, detailed in Table (4.10), provide valuable insights into the extent to which operational excellence drives business success and competitiveness.

The findings reveal a statistically significant positive effect of operational performance on business performance, as evidenced by the unstandardized coefficient of .317 and a significance level at 1%. This shows that improvements in operational performance, such as increased productivity, efficiency, and quality, are associated with

enhanced business outcomes, including revenue growth, profitability, and market competitiveness.

Furthermore, the regression model's overall explanatory power is reflected in the R Square value of .059, indicating that approximately 5.9% of the variance in business performance can be explained by the independent variable of operational performance. The F-value of 1% significant level confirms the statistical significance of the regression model, supporting the relationship between operational performance and business performance.

The operational excellence emerges as a crucial determinant of overall business success, with improvements in operational performance correlating positively with enhanced business outcomes like revenue growth, profitability, and market competitiveness.

Overall, the findings presented in Table (4.10) highlight the critical role of operational excellence in driving business success and competitiveness. By focusing on improving operational performance across various dimensions, organizations can enhance their overall performance, achieve strategic objectives, and thrive in today's competitive business landscape.

CHAPTER 5

CONCLUSION

Chapter five delves into the study's findings and discussions, suggestions and recommendations based on the findings from descriptive analysis on knowledge acquisition, multi-sourcing strategy, operational performance, and business performance and also based on regression result. The needs for further study are also mention in this chapter.

5.1 Findings and Discussions

The objectives of this study are to analyze the effect of knowledge acquisition and multi-sourcing strategy on operational performance, and to analyze the effect of operational performance on business performance of wholesalers of Bone Kyaung Sago manufacturing business. The sample 135 wholesalers are randomly selected from total 200 wholesalers to collect primary data by personal interview methods. To reach the objectives, both descriptive and regression methods are applied.

This survey data shows that the majority of respondents are female. According to survey data findings, the majority of age between 46 to 55 years and most of responded are college graduated and some are middle to high school. Some wholesalers have 11 and above years of experience. Tacit and explicit knowledge acquisition of overall mean generally agreed of wholesalers. Multi-sourcing strategy of supplier dependency, risk management and price compensation are also agreed level. Most of respond are agree level and business performance also agree level.

From descriptive analysis, it is found that the wholesalers agree that the Bone Kyaung Sago manufacturing business has been acquiring both tacit and explicit knowledge, and share or transmit this knowledge to its wholesalers. It shares both experience based and procedural knowledge. Wholesalers also share their knowledge and experience to manufacturer, and they also acquire knowledge from other besides Bone Kyaung Sago manufacturing business. For improving sales, manufacturer often directly engage with wholesalers. As explicit knowledge acquisition, wholesalers are motivated

by providing various trainings about product knowledge and market knowledge. Manufacturer also provides information regarding information technology solutions.

Wholesalers also agreed that Bone Kyaung Sago manufacturing business practices the multi-sourcing strategy. It categorizes the suppliers by their pricing strategies and after sale service; rather by purchase volume. It does not depend on only one supplier, doing business with multi-suppliers to maintain market strongly power and continuously of supply. Wholesalers also agree that they are gaining good operational performance as well as good business performance.

From regression analysis, it is found that among two types of knowledge acquisition, only explicit knowledge acquisition has positive significant effect on operational performance of wholesalers. The knowledge acquisition in enhancing operational effectiveness and efficiency within the organization. Among three elements of multi-sourcing strategy, the two strategies which are supplier dependency and price competition have positive and significant effect on operational performance by effectively managing supplier dependencies and leveraging competitive pricing dynamics Bone Kyaung manufacturing business can drive improvements in operational efficiency and effectiveness of its wholesalers. The operational performance is positively effect on business performance of wholesalers of Bone Kyaung Sago manufacturing business, the critical role of operational excellence in driving business success and competitiveness. By focusing on improving operational performance across various dimensions, organizations can enhance their overall performance.

5.2 Suggestions and Recommendations

According to the study, all of the mean values are agreement but operational performance of quality management practices effect is naturally, for this data result is weakness of Bone Kyaun Sago manufacturing business. For this results, Bone Kyaung Sago manufacturing business should prioritize initiatives aimed at enhancing the transfer of explicit knowledge with wholesalers. The statistically significant positive effect of explicit knowledge acquisition on operational performance suggests the importance of investing in structured training programs, knowledge management systems, and technological solutions to facilitate the efficient dissemination and utilization of procedural and codified knowledge among employees.

Secondly, the organization should focus on optimizing its multi-sourcing strategy to drive improvements in operational efficiency and effectiveness. This entails strengthening supplier relationships, managing dependencies effectively, and leveraging competitive pricing dynamics. Diversifying the supplier base, implementing risk management protocols, and negotiating favorable pricing agreements can mitigate supply chain risks and enhance competitiveness.

Thirdly, Bone Kyaung Sago manufacturing business should adopt a systematic approach to continuous improvement across various operational dimensions. This involves implementing quality management practices, enhancing product quality standards, optimizing cost reduction initiatives, and fostering a culture of innovation and process improvement to drive efficiency, productivity, and customer satisfaction.

Furthermore, to maximize business performance and competitiveness, the organization should ensure alignment between its operational strategies and overarching business objectives. Integrating operational excellence initiatives with strategic planning, market analysis, and customer-centricity can enhance its ability to respond to market dynamics, capitalize on growth opportunities, and sustain long-term success.

Moreover, embracing technological advancements and digitalization can further enhance operational efficiency, agility, and competitiveness. Exploring opportunities to leverage emerging technologies such as data analytics, artificial intelligence, and automation, as well as investing in digital platforms for knowledge management, supply chain visibility, and customer engagement, can facilitate seamless collaboration, enhance decision-making, and unlock new growth avenues.

Lastly, fostering a culture of continuous learning, talent development, and employee engagement is crucial for sustaining operational excellence and driving business performance. Prioritizing investments in employee training, skill development, and career advancement opportunities, along with promoting a supportive work environment and effective communication channels, can enhance employee morale, productivity, and retention, ultimately contributing to overall business success.

By implementing these recommendations, Bone Kyaung Sago Manufacturing Business can position itself for sustainable growth, resilience, and competitiveness in the dynamic landscape of the wholesale industry. These strategies address identified areas for

improvement while capitalizing on existing strengths and opportunities, enabling the organization to achieve its strategic objectives and deliver value to its stakeholders.

5.3 Needs for Further Research

While this study provides valuable insights into the relationship between knowledge acquisition, multi-sourcing strategy, operational performance, and business performance within Bone Kyaung Sago Manufacturing Business, there are several areas that warrant further research to deepen understanding and inform strategic decision-making.

Firstly, an in-depth exploration of the specific mechanisms through which knowledge acquisition influences operational performance could provide nuanced insights into the types of knowledge most critical for enhancing efficiency, effectiveness, and innovation within the organization. This could involve qualitative research methods such as interviews or focus groups to capture the tacit knowledge embedded within organizational practices and culture.

Secondly, a longitudinal study examining the evolution of multi-sourcing strategy implementation and its impact on operational and business performance over time could offer valuable insights into the effectiveness of different sourcing approaches, the dynamics of supplier relationships, and the adaptation of strategies in response to changing market conditions. By tracking key performance indicators and strategic outcomes over multiple time points, such research could provide a more comprehensive understanding of the long-term implications of multi-sourcing strategies for organizational success.

Additionally, exploring the moderating effects of contextual factors such as industry dynamics, market competition, and technological advancements on the relationships between knowledge acquisition, multi-sourcing strategy, operational performance, and business performance could further enrich our understanding of the complex interplay between these variables. Comparative studies across different industries or geographic regions could also reveal valuable insights into the generalizability and applicability of findings beyond the specific context of Bone Kyaung Sago Manufacturing Business.

Furthermore, investigating the role of leadership, organizational culture, and change management practices in facilitating the adoption of knowledge-driven strategies and operational improvements could shed light on the organizational factors that enable or inhibit performance enhancement initiatives. Understanding the leadership styles, communication strategies, and organizational structures conducive to fostering a culture of continuous learning, innovation, and collaboration could inform targeted interventions to drive organizational change and improvement initiatives.

Lastly, exploring the impact of external environmental factors such as regulatory changes, economic trends, and geopolitical developments on organizational performance could provide valuable context for interpreting the findings of this study and anticipating future challenges and opportunities. By integrating macro-level analyses of industry trends and external influences with micro-level assessments of internal organizational dynamics, future research could offer a more holistic understanding of the factors shaping organizational performance in dynamic and uncertain environments.

In conclusion, while this study represents an important step towards understanding the drivers of organizational performance within Bone Kyaung Sago Manufacturing Business, there remain significant opportunities for further research to deepen insights, expand knowledge, and inform evidence-based decision-making in the pursuit of organizational excellence and competitive advantage.

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APPENDIX A

QUESTIONNAIRE

The Effect of Knowledge Acquisition and Multi-sourcing Strategy on Operational Performance of Wholesalers in Bone Kyaung Sago Manufacturing Business

This survey is part of the completion requirements for the Master of Business Administration (MBA) Program. Its objective is to examine the effect of knowledge acquisition and multi-sourcing strategy on operational performance of wholesalers in Bone Kyaung Sago Manufacturing Business. This survey is exclusively focused on MBA thesis papers and does not pertain to any other business objectives. Your participation and input in answering the following questions are greatly appreciated. Thank you for dedicating your valuable time to this study.

In this section, I would like to gather some general information.

Section A. Demographic Data

1. Age (Years)

- ☐ Below 35
- ☐ 36 to 45
- ☐ 46 to 55
- ☐ 56 years and above

2. Gender:

- ☐ Male
- ☐ Female

3. Educational Qualifications:

- ☐ Middle to High School
- ☐ Graduate
- ☐ Diploma
- ☐ Master Degree

4. Experience (Years)

- ☐ less than 3
- ☐ 3 to 6
- ☐ 7 to 10
- ☐ Above 11

In sections B, C, D, and E, kindly respond to the questions provided to assess the impact of knowledge acquisition and the utilization of multi-sourcing strategies on the operational performance of wholesalers in the Bone Kyaung Sago Manufacturing Business. Evaluate the following statements by selecting the most suitable box for each question. Your ratings are crucial in understanding the effects being studied.

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Section B. Knowledge Acquisition

No.	Statement	Scale				
	Tacit					
T1	Bone Kyaung Sago often share or transfer experience-based knowledge.	1	2	3	4	5
T2	Bone Kyaung Sago often share or transfer procedural knowledge.	1	2	3	4	5
T3	Wholesalers often exchange and transmit knowledge relevant to their areas of expertise with Bone Kyaung Sago.	1	2	3	4	5
T4	Wholesalers often acquire expert knowledge from others.	1	2	3	4	5
T5	The manufacturer engages directly with Wholesalers for, making improvements in sales processes.	1	2	3	4	5
	Explicit					
E1	Wholesalers are often motivated by knowledge transmission.	1	2	3	4	5
E2	Wholesalers are often given a variety of training activities for professional development.	1	2	3	4	5
E3	Wholesalers are assisted by information technology solutions for operational problems.	1	2	3	4	5
E4	The manufacturer has contributed to training on technical knowledge about our products.	1	2	3	4	5
E5	The manufacturer has helped with training to increase knowledge about the market.	1	2	3	4	5

Section C. Multi-sourcing Strategy

No.	Statement	Scale				
	Supplier Dependency					
S1	Categorizing suppliers is typically done not solely based on purchase volume.	1	2	3	4	5
S2	Multi-sourcing strategy always lowers the risks of supply disruption and makes sure that the business is not dependent on one vendor.	1	2	3	4	5
S3	Even if the product is in same type, wholesalers purchase from multi-suppliers for market continuity of supply.	1	2	3	4	5
S4	The business typically categorizes suppliers by their pricing strategy.	1	2	3	4	5
S5	The business normally categorize the suppliers by after sale services.	1	2	3	4	5
	Risk Management					
R1	Familiarity with the multi-sourcing strategy in this business is evident for reducing stock shortage risk of wholesalers.	1	2	3	4	5
R2	The business knows its supplier networks in detail as risk management strategies.	1	2	3	4	5
R3	The business is much more proactive about managing relationships with vendors so that it can avoid frequent disruptions in supply chain.	1	2	3	4	5
R4	The business prefer the supplier who share the risk with the business regarding inflation.	1	2	3	4	5
R5	The business select the supplier who share market information with business.	1	2	3	4	5
	Price Competition					
P1	The fluctuations in pricing caused by supplier significantly impact on business competitiveness.	1	2	3	4	5
P2	The fluctuations in material availability caused by supplier significantly impact on business competitiveness.	1	2	3	4	5
P3	Business pricing strategy is tied with its multi sourcing strategy.	1	2	3	4	5
P4	Different suppliers are using different pricing strategies, which affect on wholesalers.	1	2	3	4	5
P5	In this industry (market), no one supplier can control the price(no market dominance by one supplier).	1	2	3	4	5

Section D. Operational Performance

No.	Statement	Scale				
Q1	The implementation of quality management practices affects the entire operation.	1	2	3	4	5
Q2	Wholesalers are able to maintain a low number of customer complaints concerning product quality.	1	2	3	4	5
Q3	Wholesalers have superior product quality compared to competitors.	1	2	3	4	5
P1	Operating costs have been reduced.	1	2	3	4	5
P2	The delivery time has been reduced.	1	2	3	4	5
P3	The improvement in all processes is evident.	1	2	3	4	5
CR1	Wholesalers can reduce inventory costs.	1	2	3	4	5
CR2	The cost of sale is lower than that of competitors.	1	2	3	4	5
CR3	The reduction in cost achieved are considerably better value than expected.	1	2	3	4	5

Section E. Business Performance

No.	Statement	Scale				
B1	Market share increase compared to those of competitors.	1	2	3	4	5
B2	Sales increase compared to competitors' sales.	1	2	3	4	5
B3	Profitability can be compared to competitors' profitability.	1	2	3	4	5
B4	Number of customers increased.	1	2	3	4	5
B5	The business has responded adequately to wholesaler's requests.	1	2	3	4	5

APPENDIX B

Statistical Output

1. Multiple Linear Regression Analysis of Knowledge Acquisition on Operational Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.270[a]	.073	.059	.330	1.840

a. Predictors: (Constant), Tacit, Explicit

b. Dependent Variable: Operational Performance

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.128	2	.564	5.170	.007[b]
	Residual	14.400	132	.109		
	Total	15.528	134			

a. Dependent Variable: Operational Performance

b. Predictors: (Constant), Tacit, Explicit

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.568	.333		7.721	<.001		
	Tacit	.076	.081	.086	.946	.346	.855	1.170
	Explicit	.208	.084	.225	2.481	.014	.855	1.170

a. Dependent Variable: Operational Performance

2. Multiple Linear Regression Analysis of Multi-sourcing Strategy on Operational Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.493[a]	.243	.226	.299	1.859

a. Predictors: (Constant), Supplier Dependency, Risks Management, Price Competition

b. Dependent Variable: Operational Performance

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.773	3	1.258	14.014	<.001[b]
	Residual	11.756	131	.090		
	Total	15.528	134			

a. Dependent Variable: Operational Performance

b. Predictors: (Constant), Supplier Dependency, Risks Management, Price Competition

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.505	.336		4.481	<.001		
	Supplier Dependency	.188	.074	.205	2.536	.012	.883	1.132
	Risks Management	.094	.077	.107	1.214	.227	.744	1.344
	Price Competition	.295	.085	.319	3.476	<.001	.687	1.456

a. Dependent Variable: Operational Performance

3. Multiple Linear Regression Analysis of Work Motivation on Employee Productivity

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.243[a]	.059	.052	.432	1.650

a. Predictors: (Constant), Operational Performance

b. Dependent Variable: Business Performance

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.561	1	1.561	8.381	.004[b]
	Residual	24.775	133	.186		
	Total	26.337	134			

a. Dependent Variable: Business Performance

b. Predictors: (Constant), Operational Performance

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.810	.396		7.088	<.001		
	Operational Performance	.317	.110	.243	2.895	.004	1.000	1.000

a. Dependent Variable: Business Performance.