INTERNATIONAL JOURNAL OF ARTS, COMMUNICATION AND PEDAGOGY (IJACOP)
Peer-Reviewed, Open Access, International Journal
Volume 3, Issue 2, November, 2024 https://ijacop.org.ng

DRIVING EFFICIENCY: INNOVATIVE SUPPLY CHAIN PRACTICES AND PERFORMANCE IN LAGOS STATE BUILDING MATERIALS AND LOGISTICS SECTOR

Peter O. Olayiwola PhD
Department of Management Sciences,
Distance Learning Institute,
University of Lagos, Akoka, Lagos Nigeria

Itohan Iyobhebhe
Department of Business Administration,
Mountain Top University,
Ogun State Nigeria

Adegun, Adeduni Omowumi PhD
Department of Education,
Distance Learning Institute,
University of Lagos, Akoka, Lagos, Nigeria

Abstract
Today, organizations need to learn the best ways of managing change to stand firm in the current environment where customer expectations are constantly unstable. New technologies are bound to hit the market with increasing competition. The research investigates the Innovative Supply Chain Practices and Performance in Lagos State Building Materials and Logistics sector. The specific hypotheses were to measure the effect of inventory management, logistics management, and supplier relationship management on organizational performance. The study employed a survey design, and with a purposive sampling technique, the research sampled 100 respondents from the selected firms. Survey questionnaires were used to gather data, and single regression was the analytical technique adopted. It was revealed that SRM, good inventory management practice and logistics management influences the performance of organizations. In light of these, the study recommends that organizations should focus their efforts and resources on improving the relational aspect of their supplier interactions as well as investing in sophisticated inventory systems that will enable the tracking and optimization of inventory, improving the flow of transport, warehousing, and distribution options. Actions like these are very useful in establishing a competitive edge for long-term success.

Keywords: *Supply chain management, Inventory management, Logistics management, Supplier relationship management, Organizational performance.*

Print ISSN 2992 – 5649 Online ISSN 3026 – 9318

Introduction

In the contemporary, swiftly evolving business landscape, organizations encounter obstacles such as fluctuating client demands, the anticipation of emerging technology, and fierce competition; thus, effectively managing these changes is essential for the survival of firms. According to Emir and Sulistyowati (2024), one of the major ways that these difficulties can be overcome is through supply chain management (SCM). SCM comprises activities done in the right manner to meet the right qualities of services, products, and information to the customers through the right and efficient suppliers, at the right time and right cost. Therefore, SCM relates to coordinating and managing a network of related enterprises that provide product and service packages required to compete for final consumers (Eshnaf & Alawi, 2022). Anaja and Bagobiri (2022) described supply chain management SCM as activities that improve supply chain efficacy and efficiency strategies, and it involves supply management, inventory, information sharing, logistics, and demand planning. Adopting efficient supply chain management ensures smooth operations, low costs, short time, and high customer satisfaction.

Also, SCM practices and tactical activities are not just the downstream functions but include the upstream activities. Upstream activities refer to supplying management, which includes choosing, developing and incorporating the supplies and production. Another strategic area of focus is downstream processes that offer client goods and services, including order processing, delivery

and maintenance of client relationships. Effective supply chain management procedures enable organizations to develop well-functioning supply chains to respond to customers' needs, thereby boosting organizational value and performance (Nsowah et al., 2024). Conversely, organizational performance denotes an organization's capacity, efficiency, and proficiency in fulfilling the requirements of consumers, employees, management, and stakeholders.

Common elements in performance measurements include potential returns on investment, revenues, and profitability, and may be associated with other factors that do not fall under the revenue and profitability category (Salami et al., 2024). An organization's operating performance depends on internal and external factors such as managerial practices, human resource capabilities, technological development, and competitive environment. Consequently, good supply chain management is essential for enhancing organisational performance by improving efficiency, efficacy, and service delivery in processes and costs.

Effective SCM practices enhance overall business performance by improving operational efficiency, reducing costs, and elevating customer satisfaction, leading to superior organisational performance (Nsowah et al., 2024). Notably, SCM's supplier relationship management aspect ensures the availability of only quality material, which is desirable when observing client deadlines. Optimal inventory management reduces holding costs and stock-out dangers, leading to better cash flows and increased satisfaction (Salami et al., 2024). As for the Communication

aspect, Supply Chain Management operations enhance procedures for information sharing in the supply chain and, consequently, make the decision and coordination procedures among partners in the chain more effective, making the operations more responsive and agile. SCM enhances efficient supply and distribution to ensure that the most important element, the delivery of the products to the clients, is done effectively and on time, enhancing client satisfaction and customer satisfaction. Also, demand forecasting helps the organization predict changes in the market and adjust its production and inventory availability to avoid wastage and the lack of effective use of resources (Anaja & Bagobiri, 2022).

Numerous research findings on supply chain and organizational performance suggest that increased efficiency in the supply chain management procedures leads to better organizational performance outcomes than inefficient and less optimized supply chain strategies. Research on Ghana's food and beverage processing sector revealed that particular SCM strategies substantially influence competitive advantage and organisational performance (Nsowah et al., 2024). Research on the Zambian agro-dealer industry has shown the significant positive influence of supply chain management initiatives on the performance of SMEs. Numerous efficient supply chain management solutions in Libya's oil and gas sector have been identified as enhancing organisational performance by increasing efficiency and lowering costs (Eshnaf & Alawi, 2022). Additionally, research analysis on the comparative financial performance of enterprises in Mexico

identified that applying supply chain management procedures positively impacts business enterprises' overall competitiveness and financial performance (Georgina & Bocanegra, 2024).

The considerations above indicate that several alterations in the company environment render good supply chain management crucial for improved organisational success. Emir and Sulistyowati (2024) state that supply chain management is crucial for gaining a competitive advantage and achieving organizational success because it helps organizations control expenses, improve supply chain performance, and increase customer satisfaction. Therefore, this study examines the link between supply chain practices and company's performance.

Statement of the Problem

Numerous organizations have obstacles in supply chain management, including inventory mismanagement, supplier relationship challenges, and logistics inefficiencies, which are detrimental to performance improvement. Inventory management is crucial in the supply chain, yet inadequate inventory management leads to overstocking, stockouts, and prolonged hold-up times, jeopardizing operational flow and adversely impacting sales and profits. Despite recognizing SCM as a critical strategic capability for organizational performance improvement, many organizations encounter difficulties establishing effective inventory management systems, logistics management systems and supplier relationship management due to a lack of technology, a skilled workforce, and ineffective data management, amongst others. Numerous and costly

repercussions arise from poor logistics management, including delayed delivery, high transportation costs, and unsatisfied customers, which may have their root cause in poor infrastructure, traffic jams, and low technological advancement. This research assesses the relationship between SCM and the performance of organizations in light of the following research objectives;

i. Analyze the effect of supplier relationship management on organizational performance
ii. Examine the effect of inventory management on organizational performance
iii. Assess the effect of logistics management on organizational performance.

To guide the study, three hypotheses are formulated based on the stated objectives to guide the study. These are:

H_{01}: Supplier relationship management has no significant impact on organizational performance.
H_{02}: Inventory management does not significantly enhance organizational performance.
H_{03}: Logistics management does not significantly contribute to organizational performance.

Literature Review
Conceptual Review
Supply chain management

Supply chain management entails coordinating and supervising goods and information at every stage of the supply chain, from the vendor to the customer (Cahyono, et al., 2023). It includes

Print ISSN 2992 – 5649 Online ISSN 3026 – 9318

logistics, supplier relations, demand forecasting, inventory management, and other activities that improve resource allocation in the supply chain. Cutting costs, improving product quality, decreasing delivery times, and increasing organizational effectiveness are all possible outcomes of a well-oiled supply chain. Conversely, obstacles and issues in supply chain management adversely affect organisational performance. Udofia et al. (2021) state that excessive operating costs and consumer dissatisfaction from inadequate supply chain procedures can hamper organizational development. Hence, it is crucial to establish an effective supply chain system for long-term organizational success.

Organizational performance

Organizational performance is the degree to which goals and objectives are achieved, usually measured through financial performance, market performance, and shareholders' return (Akpa, et al., 2021). SCM is crucial in determining organizational performance by optimizing the flow of goods and information between buyers and sellers. The concept of organizational performance is rather broad, as it encompasses multiple attributes, processes, procedures, and success outcomes as it actualizes financial prosperity, organizational performance, and increases shareholders value.

Supplier Relationship Management (SRM)

SRM is a natural and logical sub-domain of supply chain management that purposefully and systematically manages and enhances an organization's supplier relationship. It is a concept that recognizes the formation of lasting positive relationships to satisfy business objectives. According to Kumar and Kushwaha (2018), SRM refers to a system through which relationships with suppliers are created to help drive organizations' overall performance; this comprises identifying suitable suppliers, contract agreements, and managing performance. Krause et al. (2007) asserted that SRM provides an understanding of how better resources are used and how business performance is enhanced. Cagarzo and Jiang (2020) used the systematic review to align the findings of indices of the impact of SRM on financial performance, noting that organizations with good SRM practices largely benefit organizations from a financial viewpoint.

Inventory management

Inventory management refers to managing the processes necessary to retain, order, control, and release inventory, with the prime objective of having the right amount of inventory as and when needed at minimal costs (Kamau & Kagiri, 2015). Inventory management comprises several important principles, such as demand forecasting, handling of inventory control systems, and how to restock merchandise. Stock management and demand forecasts ensure businesses have enough supplies. Inventory management methods such as JIT (Just-In-Time) and EOQ (Economic Order

Quantity) are aimed at controlling the stock amounts and, therefore, holding costs. JIT indeed aims at having enough inventory of supplies in the warehouse by ordering only what is required in production, and EOQ finds the maximum number of items that can be ordered at a time to minimize the total inventory cost. Continuous and periodic stock replenishment systems effectively manage stock levels, the reordering point being critical. Periodic review systems try to review the inventory periodically and try to place an order to reach the required levels.

Logistics Management

Logistics management is the total administration of systems required to efficiently plan, implement, control, and provide ways to link the deliveries of products at the consumption points. Kain and Verma (2018) defined logistics management as planning, executing, supervising, and regulating the flow of products, services, information, and materials to fulfil customer expectations. Vaka (2024) notes that logistics management is more than simply transporting products/goods from one place to another; it comprises transportation, warehousing, inventory control, and order selection. Hence, the efficiency of logistics management results in favorable changes in operational performance for increased sales, profits, and competitive advantage. Richey et al. (2022) affirm that logistics management is a subset of supply chain management focused on accurately delivering goods from the production location to the consumer. Shukor et al. (2021) assert that logistics management enables a more adaptive supply chain.

Theoretical Review

This study will be guided by two theories, namely, the Dynamic Capabilities Theory proposed by David Teece, Gary Pisano, and Amy Shuen (1997) and Transaction Cost Economics (TCE) developed by Ronald Coase in 1937.

Dynamic Capabilities Theory

The Dynamic Capabilities Theory by David Teece, Gary Pisano, and Amy Shuen (1997) explains how firms can learn and mobilize resources and capabilities within and outside the organization to meet environmental dynamics. The theory suggests that competitive advantage results from the capacity to continuously rejuvenate resources and capabilities by which firms can adapt well to emerging market changes, new technologies, and other pressures. The theory strengthens the belief that organizational performance is much less about fixed assets and more about the dynamic resources to create, deploy, and protect the intangible assets for sustained firm performance. These capabilities comprise processes for recognizing opportunities and threats, capturing the opportunity, and sustaining competitive advantage by developing, integrating, safeguarding, and reconstituting the intangible and tangible resources of the business venture. This theory is relevant to the study because it helps organizations quickly fashion a new response to shifts in the context of supply chain.

Transaction Cost Economics (TCE) Theory

Transaction Cost Economics (TCE) was first developed by Ronald Coase in 1937 and later extended and publicized by Oliver Williamson in 1985. According to TCE theory, organizations are established to reduce the cost of transactions within an economy. Such costs include search and information costs, bargaining, and enforcement costs. Therefore, TCE posits that the population involved, especially firms, will arrange their undertakings to reduce these costs and choose either the market or hierarchical structures depending on the given conditions. The theory postulates that contracts, coordination, and the design of efficient governance structures depend on bounded rationality, opportunism, and asset specificity. This theory is highly relevant to this study as it offers a structure in understanding that effective SCM entails reducing transaction costs while enhancing coordination between the companies involved in the process.

Methods

A descriptive survey research design was used for the study. The respondents for the study involved producers, distributors, and retailers in the building materials and logistics industries of Lagos State. Lagos State was deemed suitable for the study sample because it is Nigeria's largest and fastest-growing commercial and industrial city. The study targeted a sample of 100 respondents using purposive sampling. The data collection tool was a closed-ended questionnaire

Print ISSN 2992 – 5649 Online ISSN 3026 – 9318

structured to evaluate the respondents' point of view towards the factors under discussion. These questions were developed with segments that examined the practices in supply chain management and organizational performance aspects like supplier management, logistics management, and inventory management.

Furthermore, statistical inference methods were applied to analyze the replies using correlations and regression analyses. The results were formulated using regression analysis to determine the type and the extent of the relationship between the supply chain management factors and the organizational performance variables. Such a strategy enabled the researchers to determine how much one variable affected the others, that is, how adjustments in one variable may predict shifts in the other. A single regression analysis was used to assess the degree to which the methods used in supply chain management mediate organizational performance. These approaches to data analysis helped to have a broader view of the study's results and major discoveries.

Results

H_{01}: Supplier relationship management has no significant impact on organizational performance.

Regression Analysis

Model Summary	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**		
	.707[a]	.500	.494	1.79836		
ANOVA	**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**	
Regression	306.718	1	306.718	94.839	.000[b]	
Residual	307.240	95	3.234			
Total	613.959	96				
Coefficients		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	Std. Error	Beta		
	(Constant)	4.651	1.691		2.751	.007
	Supplier Relationship Management	.788	.081	.707	9.739	.000
a. Dependent Variable: Organizational Performance						
b. Predictors: (Constant), Supplier Relationship Management						

The coefficient of determination of 0.707 signifies a positive link between supplier relationship management and organizational success. An R-square value of 0.500 indicates that supplier relationship management accounts for half of the variability in organizational performance. The ANOVA findings of 0.000 indicate the substantial influence of supplier relationship management on organizational performance. The coefficient of 0.788 indicates that an enhancement in supplier relationship management (SRM) leads to a 0.788 rise in organizational performance. Consequently, the null hypothesis is rejected.

H_{02}: Inventory management does not significantly enhance organizational performance.

Regression Analysis

Model Summary	**R.**	**R Square.**	**Adjusted R Square.**	**Std. Error of the Estimate.**		
	.557[a]	.311	.303	2.11058		
ANOVA	**Sum of Squares.**	**Df.**	**Mean Square.**	**F.**	**Sig.**	
Regression	190.775	1	190.775	42.827	.000[b]	
Residual	423.184	95	4.455			
Total	613.959	96				
Coefficients.		**Unstandardized Coefficients.**		**Standardized Coefficients.**	**t.**	**Sig.**
		B	Std. Error	Beta		
	(Constant)	10.104	1.682		6.007	.000
	Inventory Management	.511	.078	.557	6.544	.000
a. Dependent Variable: Organizational Performance						
b. Predictors: (Constant), Inventory Management						

The model summary indicates that the criterion variable, Inventory Management, accounts for 31.1% of the variance in organizational performance, as evidenced by an R Square value of 0.311. The Adjusted R Square indicates that Inventory Management accounts for approximately 30.3% of the variance in organizational performance. The ANOVA results reveal a significant level of 0.000, which is less than 0.05, suggesting a substantial impact of inventory management on organizational performance. The coefficient results of 0.511 indicates that effective Inventory Management enhances organizational performance by 51.1%, with a p-value of 0.000, which is below the predetermined threshold of 0.05. Consequently, the null hypothesis is rejected.

H_{03}: Logistics management does not significantly contribute to organizational performance.

Regression Analysis

Model Summary	**R.**	**R Square.**	**Adjusted R Square.**	**Std. Error of the Estimate.**		
	.513[a]	.263	.256	2.18183		
ANOVA	**Sum of Squares.**	**Df.**	**Mean Square.**	**F.**	**Sig.**	
Regression	161.724	1	161.724	33.973	.000[b]	
Residual	452.235	95	4.760			
Total	613.959	96				
Coefficients		**Unstandardized Coefficients.**		**Standardized Coefficients.**	**t.**	**Sig.**
		B	Std. Error	Beta		
	(Constant)	9.495	1.990		4.772	.000
	Inventory Management	.548	.094	.513	5.829	.000
a. Dependent Variable: Organizational Performance						
b. Predictors: (Constant), Logistics Management						

The result indicates a moderate positive correlation between the two variables, with an R-value of 0.513. The R Square score of 0.263 indicates that logistics management accounts for approximately 26.3% of the variance in business performance. The ANOVA indicates a significant level of 0.000, and the coefficient of 0.548 demonstrates that a 0.548 increase in the independent variable (logistics management) results in a 54.8% enhancement in organizational performance while controlling for the error term and the analytically significant t-value of 5.829. The results support rejecting the null hypothesis and accepting the alternative hypothesis, indicating that logistics management influences organizational performance.

Discussion of results

Hypothesis one revealed that supplier relationship management (SRM) positively impacts organizational performance. This finding supports the findings of Anaja and Bagobiri (2022), and Emir and Sulistyowati (2024). Consequently, it is a valuable conclusion emphasizing the significance of organizations' strategic focus on cultivating and maintaining close relationships with their suppliers. Moreover, it extends beyond negotiating a more advantageous agreement; it also fosters trustworthy and efficient communication, which helps mitigate supply chain interruptions and bolsters its resilience. The partnerships can be mutually advantageous, resulting in enhanced product quality, service levels, and cost savings; thus, Supplier Relationship Management (SRM) is not a one-time transaction but pertains to a strategic partnership.

Hypothesis two indicates that inventory management significantly improves organizational performance. It aligns with findings of Chileshe and Phiri's (2022) and Kumar and Kushwaha (2018). The implication of this findings is that efficiency, cost control, and operational effectiveness in inventory management optimize stock levels, hence preventing overstocking and stock-out scenarios, as it is essential to procure the appropriate stock in the correct quantity and at the optimal time to avoid incurring holding costs or stockout costs for any business to succeed. Additionally, effective inventory management reduces wastage expenses while improving working capital generation, mitigating the challenges of managing large data volumes. Hence, it enables organizations to obtain precise information for demand forecasting of suitable products and enhance their adaptability to fluctuations in the market environment.

Hypothesis three indicated that logistics management improves organizational performance. It corroborates with the studies of Georgina and Bocanegra (2024), Eshnaf and Alawi (2022), and Hartanto and Apriani (2024,) reiterating the importance that should be given to logistics management when it comes to enhancing the performance of an organization. It signifies an overall improvement in an organization's delivery reliability, transportation costs, and resource utilization. The optimization of transportation, warehousing, and distribution services enables organizations to meet client requests while adhering to cost limitations efficiently. Logistics technology, such as route optimization software and sophisticated tracking systems, are important here to enhance visibility and mitigate issues linked to time delays and lack of harmonization within the supply

chain network. Therefore, logistics management is a crucial factor that enhances organizational competitiveness, with significant potential for gains in cost, efficiency, and customer satisfaction.

Conclusions

The research examines innovative supply chain practices as a catalyst for organizational performance in the building materials and logistics sector in Lagos State. It indicates that supply chain management strategies, including Supplier Relationship Management, Logistics Management, and Inventory Management, are essential for enhancing business outcomes.

Therefore, the following conclusions are made;

Supplier Relationship Management (SRM) is essential for improving companies' efficiency and efficacy. Positive supplier relationships enhance procurement efficiency, reducing costs and improving product quality. Hence, organizations implementing Supplier Relationship Management (SRM) as a strategic business performance tool gain long-term value-adding benefits, including increased innovation and competitiveness.

This research demonstrates that improved inventory management enhances organizational effectiveness. Inventory management, such as demand forecasting and its associated technologies, is crucial in cost reduction and operational enhancement in inventory management. Invariably, inventory management is crucial for attaining competitiveness and profitability in business. Logistics management is recognized as pivotal to organizational performance because of its global

impact on resource coordination, cost management, and the distribution of products. A company can improve supply chain performance by synchronizing its logistical processes and utilizing new technologies to satisfy client needs while minimizing costs. Consequently, effective logistics management is essential to improve market competitiveness.

Recommendations

Based on the findings, the following recommendations are made:

i. Organizations should establish long-term business relationships with their suppliers; it entails closer working relationships involving reporting, consulting, briefing, or appraising to guarantee that such a relationship yields positive results.

ii. Inventory management should result in appropriate stock management; thus, organizations have to provide a good inventory management system that will improve their capacity to track stock and, in the best way possible, set the right stock. It will also help eradicate areas of resources, enabling proper control of cash and stocks, making it more convenient, and improving operating effectiveness.

iii. Organizations should improve logistics (transportation, storage, and delivery) aggressively. In so doing, they can minimize expenses and make delivery faster, enhancing overall organizational performance.

Print ISSN 2992 – 5649 Online ISSN 3026 – 9318

References

Abdallah, A. B., & Al-Ghwayeen, W. S. (2020). Green supply chain management and business performance: The mediating roles of environmental and operational performances. *Business Process Management Journal, 26*(2), 489-512. https://doi.org/10.1108/BPMJ-03-2018-0091

Abiodun, E., & Omoregbe, O. (2021). Supply chain management, competitive advantage and organizational performance in the Nigerian manufacturing sector. *Oradea Journal of Business and Economics, 6*, 57-68. https://doi.org/10.47535/1991ojbe129

Adedokun, S. (2017). *Research Methodology in Business Studies*. Ibadan: University Press.

Akpa, V. O., Asikhia, O. U., & Nneji, N. E. (2021). Organizational culture and organizational performance: A review of literature. *International Journal of Advances in Engineering and Management, 3*(1), 361-372.

Alfarajat, J. M. (2023). Supply chain agility and market orientation: The best approaches leading to SMEs performance. *Uncertain Supply Chain Management, 11*(3), 1065-1074.

Aljanabi, A. R. A., & Ghafour, K. M. (2021). Supply chain management and market responsiveness: A simulation study. *Journal of Business & Industrial Marketing, 36*, 150-163. https://doi.org/10.1108/jbim-12-2019-0514

Al-Rawashdeh, O. M., Jawabreh, O., & Ali, B. J. (2023). Supply chain management and organizational performance: The moderating effect of supply chain complexity. *Information Sciences Letters, 12*, 1673-1684.

AL-Shboul, M. A., Garza-Reyes, J. A., & Kumar, V. (2018). Best supply chain management practices and high-performance firms: The case of Gulf manufacturing firms. *International Journal of Productivity and Performance Management, 67*, 1482-1509. https://doi.org/10.1108/ijppm-11-2016-0257

Amofa, B., Oke, A., & Morrison, Z. (2023). Mapping the trends of sustainable supply chain management research: A bibliometric analysis of peer-reviewed articles. *Frontiers in Sustainability, 4*, April 2016.

Anaja, E. O., & Bagobiri, E. Y. (2022). Effect of supply chain management on organizational performance of selected fast moving consumer goods in Karu, Nigeria. *International Journal of Research Publications (IJRP.ORG), 1*(2), 145-168.

Print ISSN 2992 – 5649 Online ISSN 3026 – 9318

Bakhshi, J., Mani, S., Ahmadi Eftekhari, N., & Martek, I. (2023). Procurement practices in international development projects: Trends, networks and performances. *Journal of Public Procurement, 23*, 321-343. https://doi.org/10.1108/jopp-09-2021-0053

Banerjee, M., & Mishra, M. (2017). Retail supply chain management practices in India: A business intelligence perspective. *Journal of Retailing and Consumer Services, 34*, 248-259.

Bimha, H., Hoque, M., & Munapo, E. (2020). The impact of supply chain management practices on industry competitiveness: A mixed-methods study on the Zimbabwean petroleum industry. *African Journal of Science, Technology, Innovation and Development, 12*, 97-109. https://doi.org/10.1080/20421338.2019.1613785

Cahyono, Y., Purwoko, D., Koho, I., Setiani, A., Supendi, S., Setyoko, P., ... & Wijoyo, H. (2023). The role of supply chain management practices on competitive advantage and performance of halal agroindustry SMEs. *Uncertain Supply Chain Management, 11*(1), 153-160.

Chemirmir, J. E., & Ndeto, C. (2021). Effect of supply chain management practices on performance of milk processing firms in Kenya. *International Journal of Supply Chain Management, 2*, 28-48.

Chileshe, M. J., & Phiri, J. (2022). The impact of supply chain management practices on the performance of small and medium enterprises in developing countries: A case of agro-dealers in Zambia. *Open Journal of Business and Management, 10*, 591-605.

Chowdhury, N. A., Ali, S. M., Paul, S. K., Mahtab, Z., & Kabir, G. (2020). A hierarchical model for critical success factors in apparel supply chain. *Business Process Management Journal, 26*, 1761-1788. https://doi.org/10.1108/bpmj-08-2019-0323

Darmawan, B. A., Gunawan, F. A., Nursyamsiah, S., & Utami, N. R. T. (2023). The role of supply chain flexibility and agility in improving SMEs' performance. *Journal of Business and Management Review, 4*(1), 050-063.

Emir, S., & Sulistyowati, N. (2024). The effect of supply chain management and total quality management on operational performance through competitive advantage. *International Journal of Research in Business & Social Science, 13*(1), 27-37.

Eshnaf, E., & Alawi, N. A. M. (2022). The effect of supply chain management practices on corporate performance in the Libya oil and gas industry. *The International Journal of Business & Management, 10*(1), 79-92.

Print ISSN 2992 – 5649 Online ISSN 3026 – 9318

Ezeh, A. (2013). Research Methodology in the Social and Management Sciences. Lagos: Spectrum Books Limited.

Fahim, F., & Mahadi, B. (2022). Green supply chain management/green finance: A bibliometric analysis of the last twenty years by using the Scopus database. *Environmental Science and Pollution Research International, 29*(56), 84714-84740. https://doi.org/10.1007/s11356-022-21764-z

Fang, H., Fang, F., Hu, Q., & Wan, Y. (2022). Supply chain management: A review and bibliometric analysis. *Processes*, *10*(9), 1-27. https://doi.org/10.3390/pr10091681

Georgina, H., & Bocanegra, V. (2024). Effects of supply chain management on competitiveness and performance: Empirical evidence in Mexico. *Advances in Management & Applied Economics*, *14*(1), 113-140.

Hartanto, H. Y., & Apriani, L. (2024). Mapping the effect of supply chain management on financial performance using a bibliometric analysis. *International Journal of Social Science and Education Research Studies*, *4*(7), 692-700.

Kain, R., & Verma, A. (2018). Logistics management in supply chain–an overview. *Materials today: proceedings*, *5*(2), 3811-3816.

Kamau, L. W., & Kagiri, A. W. (2015). Influence of inventory management practices on organizational competitiveness: A case of Safaricom Kenya Ltd. International Academic Journal of Procurement and Supply Chain Management, 1(5), 72-98.

Kumar, A., & Kushwaha, G. S. (2018). Supply chain management practices and operational performance of fair price shops in India: An empirical study. *LogForum, 14*(1), 85-99.

Krause, D. R., Handfield, R. B., & Tyler, B. B. (2007). The relationships between supplier development, commitment, social capital accumulation and performance improvement. *Journal of operations management*, *25*(2), 528-545.

Nsowah, J., Anane, A., Tang, J. Z., & Aopare, J. (2024). The effects of supply chain management strategies on competitive advantage in food and beverage processing companies: A case study in the Ashanti region of Ghana. *International Journal of Science and Research Archive, 11*(2), 569–583.

Richey, R. G., Roath, A. S., Adams, F. G., & Wieland, A. (2022). A responsiveness view of logistics and supply chain management. *Journal of Business Logistics*, *43*(1), 62-91.

Print ISSN 2992 – 5649 Online ISSN 3026 – 9318

Salami, Y., Daniel, C. O., Musa, A., Ubolo, G. O., & Zina, E. (2024). Effect of supply chain management on the performance of Nile University of Nigeria. *Open Journal of Business and Management, 12*, 2430-2443.

Shukor, A. A. A., Newaz, M. S., Rahman, M. K., & Taha, A. Z. (2021). Supply chain integration and its impact on supply chain agility and organizational flexibility in manufacturing firms. *International Journal of Emerging Markets*, *16*(8), 1721-1744.

Udofia, E. E., Adejare, B. O., Olaore, G. O., & Udofia, E. E. (2021). Supply disruption in the wake of COVID-19 crisis and organisational performance: mediated by organisational productivity and customer satisfaction. *Journal of Humanities and Applied Social Sciences*, *3*(5), 319-338.

Vaka, D. K. (2024). Integrating inventory management and distribution: a holistic supply chain strategy. *the International Journal of Managing Value and Supply Chains*, *15*(2), 13-23.

Print ISSN 2992 – 5649 Online ISSN 3026 – 9318