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EFFECTS OF SUPPLY CHAIN MANAGEMENT ON THE PERFORMANCE OF SOME  
SELECTED SMES's IN LAGOS STATE

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Abstract

*The purpose of this study was to investigate the impact of supply chain management practices on the performance of SMEs in Nigeria. The researcher primarily used primary data from 112 SME owners/managers in Lagos State. A structured questionnaire was used to collect primary data. The collected data was analyzed using regression analysis. The study's hypotheses were tested using the model estimate's probability value. The regression analysis results show that quality of information and Strategic Supplier Partnership have a positive effect on the performance of SMEs in Nigeria, and the effect is statistically significant ( $p < 0.05$ ). It was suggested, among other things, that the managerial consideration of the SMEs firm should be based on the specific quality of information using technology because once a solution has been successfully developed and adopted; it is likely to achieve strong network effects. As a result, first-mover advantages are provided, which will be rewarded with high payoffs from developing the supply chain network. As a result, take advantage of the opportunity to eliminate the flexibility that a firm may benefit from when dealing with uncertainty.*

Keywords: SME performance, Strategic Supplier Partnership, quality of information, Technology

1 Introduction

Academics and practitioners regard the SME sector as a catalyst for increased economic activity, as well as a means of reducing unemployment and poverty,

because it contributes to an economic situation that is conducive to competitive advantage and job creation. Yanya and Mahamat (2020). It has been discovered that a country's wealth, economic growth, and development are all strongly related to the performance of SMEs (Offiong, Udoka, & Bassey, 2019). SMEs are the engines of economic development and growth, providing opportunities for job creation, stimulating innovation, and creating wealth (Aremu & Adeyemi, 2011). Furthermore, SMEs are accountable for providing high-quality services and products (Ogunlela, 2018).

The world is rapidly advancing technologically, resulting in increased global competition, to the point where the performance of small and medium-sized enterprises (SMEs) is becoming a major concern among business academicians, specialists, governments, and the general public around the world (Ombi, Ambad & Bujang, 2018). The performance of SMEs is critical to any developing country's achievement of long-term growth and development. Essentially, the financial strength of any developed or developing nation is heavily reliant on the (SMEs) industry.

According to the Pwc MSMEs survey 2020, 50% of the SMEs surveyed did not experience growth of more than 20% in the previous three years. This tendency impedes the performance of the country's SMEs. According to Gumel (2019), SMEs in Nigeria die within the first five years of existence, with some going out of business between the sixth and tenth year, and only about five to ten percent surviving, thriving, and growing to maturity stage as expected. The high failure rate of Nigerian SMEs also indicates inadequacy in the area of performance (Obim & Atsaye, 2020), which was also reported by SMEDAN/NBS (2017) that SMEs in this country have performed below their potentials. Stakeholders have also observed that Nigeria must address these issues in order to ensure steady and sustainable growth toward a modern industrialized economy (*Ibidunni, Ufua & Opute 2021*).

Supply chain management (SCM) has emerged as a significant role and recognized as a critical factor for business performance and competitive advantage in today's competitive global market (Sukati, Sanyal & Awaain 2020). Supply chain operations encompass all operations and activities associated with the various processes required for the flow and transformation of raw materials into finished products delivered to end customers by these companies. The concept of a supply chain is when two or more parties are linked by a flow of resources (Njoku & Kalu, 2015). Parties in a supply chain do not have to be two different companies; they could be people in different departments, divisions, or even key people within the same company. Supply chain management is concerned with the coordination of information and material flows, as well as plant operations and logistics (Okon, 2018).

It is obvious that the performance of Nigeria's small and medium-sized businesses is closely related to static and sometimes declining sales, long lead times, high operating costs, pitiful quality and quantity of products and services, insufficient information,

and low profit margins. According to the World Bank's Doing Business Index, Nigeria is ranked 131st out of 190 countries. And this denotes a lack of information, the use of ineffective marketing materials and communication methods, as well as subpar finished goods. (Okon, 2018). In line with the aforementioned issues, scholars (Budiarto, Prabowo & Herawan 2017; Okon, 2018) have linked poor SMEs performance and low GDP contributions in Nigeria to a variety of challenges, including a lack of supply chain management practices (SCMP).

Supply chain management are proposed to be a multi-dimensional concept encompassing both the supplier and customer sides and is concerned with the efficient flow of goods, services, information, and money to the business in order to provide the right product to the right customer (Suryanto, Haseeb, & Hartani, 2018). SCM, according to Alahmad, (2021) is made up of a variety of practices that can mutually raise the performance of and benefit all supply chain members, including suppliers, manufacturers, distributors, and customers. A strategic supplier alliance, customer interaction, and information sharing were studied by Sukati et al. (2012). Toyin (2012) measured SCM methods on five dimensions: strategic supplier partnership, customer relationship, delay, information sharing level and quality stating that increasing attention on quality of information prompts the increase of the establishment of strategic SC partners. According to Marinagi, Trivellas, and Reklitis (2015) quality information sharing among partners along the supply chain may facilitate higher overall performance. Sukati, Sanyal and Awaain (2020) are of the opinion that supplier partnership encourages mutual planning and problem solving efforts, and thus, is critical in operating a leading-edge supply chain. This study, hence, consider two out of the dimensions of SCM from literature (Strategic Supplier Partnership and quality of information) and test them empirically by using data collected from SMEs in a variety of industries in Nigeria.

#### Research Questions

1. To what extent does level of Strategic Supplier Partnership affect the performance of SMEs in Lagos?
2. To what extent does quality of information share affect the performance of SMEs in Lagos?

#### Objectives of the Study

The main objective of this study is to assess the effects of supply chain management on the performance of some selected SMES in Lagos State, the specific objectives are:

- i. To determine the effect of Strategic Supplier Partnership on the performance of SMEs in Lagos
- ii. To assess the effect of quality of information sharing on the performance of SMEs in Lagos

## 2 Literature review

### Performance

Performance can be defined as the extent to which an organization's products and services meet the expectations of its customers. It indicates the potential of the supply chain to provide products and services to the customer. Work and organizational psychology revolve around the concept of performance. Researchers have made strides in clarifying and expanding the performance concept over the last ten to fifteen years (Vitorino & Moori, 2020). Furthermore, progress has been made in defining major predictors and processes related to individual and organizational performance. The performance concepts and SME performance requirements are changing as a result of the ongoing changes that SMEs are experiencing within organizations today (Asamoah, Agyei-Owusu, Andoh-Baidoo & Ayaburi 2021).

SMEs require high-performing individuals to meet their objectives, deliver the products and services in which they specialize, and, ultimately, gain a competitive advantage (Rojas-Lema, et al., 2021). Individual performance in executing supply chain practices is also important. Completing tasks and performing at a high level can provide a sense of accomplishment, as well as feelings of mastery and pride (Mustapha, & Sorooshian, 2019). Low performance and failure to meet goals may be perceived as dissatisfying or even failure.

### Supply Chain Management

A supply chain, according to Mentzer et al. (2001), is a network that includes all parties directly or indirectly involved (e.g., manufacturer, supplier, retailer, customer, etc.) in delivering high-quality products or services to ultimate consumers – both upstream and downstream through physical distribution, information flow, and finances. According to Wamalwa, (2014), a typical supply chain consists of five stages: ingredient material suppliers, makers, retailers, wholesalers/distributors, and customers. Product, information, and financial flows connect these five stages. Managing a supply chain network is complex and difficult because it involves numerous subsystems, activities, relationships, and operations (Wamalwa, 2014).

As a result, an integrated supply chain framework is needed to connect the entire network in order to reduce supply chain challenges (Thoo, et al., 2017). SCM is an abbreviation for supply chain management and has become a buzzword in the business world, Wall Street, and the news media (Asamoah, et al., 2021). The Council of Supply Chain Management Professionals (CSCMP) defines supply chain management (SCM) as the management and planning process that includes all activities ranging from sourcing and procurement to raw material transformation and logistics. The supply chain includes all of an organization's collaboration and coordination with channel partners (e.g., suppliers, intermediaries, customers, and third-party service providers) both inside and outside the organization, with the goal

of integrating supply and demand management (Thoo, et al., 2017).

Mentzer et al., (2001) classified SCM definitions into three categories: management philosophy, collection of activities to implement that philosophy, and set of management practices. SCM is viewed as a whole system in this management philosophy, including collaborative efforts for managing and distributing a finished product from supplier to end customer, as well as information and funds coordination (Phan, Doan, & Nguyen, 2020). The supply chain management philosophy seeks to integrate supply chain partners in order to increase customer value and satisfaction (Okon, 2018) Long-term relationships, mutual information sharing and integrated behavior, cooperation, risks and rewards, and a focus on customer service are just a few of the activities required to implement a successful SCM philosophy (Masudin, & Kamara, 2018; Ogunlela, 2018). SCM also includes the management of the movement of resources, information, and relationships across organizations in order to meet client demands. Customer service, order fulfillment, customer relationship management, product development, procurement, and commercialization are all critical supply chain tasks for a company's success (Suryanto, Haseeb, & Hartani, 2018).

In contrast, Li et al., (2012) established three SCM categories: purchasing and supply management, integrated logistics management, and integrated SCM. Collaborating and integrating with suppliers to improve supply and purchasing management is what purchasing and supply management entails (Maina, Njehia & Eric 2020). Integrated logistics management handles physical distribution and logistics activities both within and outside of organizations, including suppliers and customers (Sundram, Prem & Atika 2020). Definitions of an integrated SCM center on the strategic nature of coordination between trading partners within a supply chain network, with the goal of improving supply chain and organizational performance.

#### Empirical Review

A review of the literature reveals that implementing SCM may provide a number of potential benefits to organizations. Organizational performance has been measured using a variety of criteria, including financial, non-financial, innovation performance, market share, and customer satisfaction (Rasib, KalianiSundram & Noranee, 2021). For example, benefits include reduced operation costs, increased customer satisfaction, order fulfillment lead times (Chin et al., 2004), inventory improvement and responsiveness to customer requests (Thoo, et al., 2017; Utami, Sumaji, Susanto, Septina & Pratama 2019;), remaining competitive (Yanya, & Mahamat, 2020); on-time delivery (Fawcett et al., 2008), increased flexibility (Tumala, Philips & Johnson 2006), increased sales, increased (Talib et al., 2010).

In the Kingdom of Saudi Arabia, Alahmad (2021) investigated the relationship between supply chain management practices (SCMPs) and supply chain performance

(SC performance) in various industries. According to the study, SCMPs such as supply chain planning (SC planning), information sharing (IS), customer relationship management (CRM), and supplier relationship management (SRM) are all positively related to SC performance. Al-Madi, Alfalah, Shraah, and Abu-Rumman (2021) investigated the extent to which Jordanian medical device firms adopted supply chain practices and the impact of those practices on organizational performance of Jordanian medical device firms. The results demonstrated that medical devices firms in Jordan have adopted the supply chain practices and revealed a significant impact of those practices on the performance of the medical devices in Jordanian context.

Sukati, Sanyal, and Awaain (2020) investigate how the dimensions of SCM practices (supply chain partnerships, customer relationships, information sharing in supply chains, information technology, employee training, and company internal operations) affect the performance of tourism service industry businesses. As a result of this research, the following conclusions were reached: (1) A significant positive correlation existed between strategic supply chain partnership and organizational performance. (2) Customer relationships have a large influence on organizational performance. (3) Information sharing was linked to organizational performance. (4) Information technology had a significant impact on organizational performance. (5) The study's findings also revealed a significant link between internal operations and organizational performance.

Yanya and Mahamat (2020) investigated the impact of supply chain management practices, such as logistics integration and organizational learning, on achieving competitive advantages in SCM. The study was conducted on Thailand's pharmaceutical industry, with data collected from firms via questionnaires and then analyzed using PLS. The study's findings revealed a link between organizational learning and competitive advantage, as well as logistics integration and competitive advantage. The study also determined the role of total quality management (TQM) in mediating the study's exogenous and endogenous constructs. The study found a significant relationship between TQM and logistics integration and competitive advantage, but no moderation effect was found between organizational learning and competitive advantage.

Chang, Talpur, Chang, and Hashmi (2020) demonstrated that while sustainable supply chain practices can lead to improved corporate performance, internal efficiency has been prioritized over external effectiveness in recent research. This study looked at two internal and two external management variables. Furthermore, the implications of incorporating Sustainable Supply Chain Management in terms of its related internal and external practices in developing countries and the context of small and medium enterprises have not been explored in the literature. It is also noted that recognizing the economic benefits obtained from implemented sustainability programs can have managerial and practical implications, but more evidence is

required. For analysis, a structural equation modeling approach is used, in which a theoretical model is adapted from previously published research.

### Resource-Based Theory

The resource-based view (RBV) (Barney, 1991) assists businesses in developing agility, adaptability, and alignment in SCM (Sundram et al., 2017). In the development of distinct capabilities to improve business performance, the resources of heterogeneity, allocation, independence, use, and imitability stand out (Sundram et al., 2020). Companies have directed efforts to establish relationships collaborating with partners upstream and downstream, providing benefits throughout the SC, in order to improve performance and survive in an increasingly competitive market (Maina et al., 2020). In this scenario, the RBV employs its resources, which include all tangible and intangible assets, both human and nonhuman, to add value to its products and services (Barney, 1991; Vitorino & Moori 2020).

### 3 Methodology

The study employed a descriptive research design. The study's target population included 26,114 SMEs in Lagos. For data collection, the  $50 + 8k$  formula (Tabachnick & Fidell, 2007) was used, where  $k$  is the total number of variables in the model giving a sample size of 68. However, the sample size was doubled to allow for non-response bias. Thus, 136 copies of questionnaires were administered to SME owners using random sampling technique. The data was analyzed using Statistical Packages for Social Scientists (SPSS).

### 4 Results and Discussion

In this section, information obtained from the study is analyzed, discussed and interpreted. One hundred and twelve (112) copies of questionnaire were found useful for the analysis, out of the ones filled and returned. Table one presented the correlation coefficient of the variables.

Table 1: Correlation coefficient

		SSP	QIS	SP
SSP	Pearson Correlation	1	.531**	.228**
	Sig. (2-tailed)		.000	.000
	N		112	112
QIS	Pearson Correlation		1	.218**
	Sig. (2-tailed)			.000
	N			112
SP	Pearson Correlation			1
	Sig. (2-tailed)			
	N			

Source: Field work, 2022

The correlation coefficients between the variables are shown in Table 1 above, with values ranging between less than 0.9 and greater than 0.1. This means that the variables correlate fairly well enough to be used in the study, and there is no risk of harmful multicollinearity. Table 2 also included the VIF to back up what was said above. It is widely assumed that any VIF greater than 10 or tolerance value less than 10 indicates a potential problem with multicollinearity (Norusis, 1995).

Table 2: Regression Output 1

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.374 <sup>a</sup>	0.343	0.327	0.57337	1.839

a. Predictors: (Constant), SSP, QIS

b. Dependent Variable: SP

Table 3 summarizes the multiple regression analysis. According to the empirical findings, R, the multiple correlation coefficients, is positive and stood at 0.374, indicating a strong correlation. This implies that, as demonstrated by this study, SSP and QIS are strong predictors of SME performance making. The multiple coefficient of determination R<sup>2</sup> of the variables was 0.343, indicating that variations in the independent variables captured in the study explain approximately 34.3 percent of the total variation in performance. The adjusted R<sup>2</sup> of 0.327 indicates that even if other variables were added to the study, the independent variables would still explain 32.7 percent of the variations in performance.

Table 4.3 Regression Output 2

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	111.700	2	37.233	180.139	0.000 <sup>b</sup>
	Residual	70.563	110	0.336		
	Total	182.262	111			

a. Dependent Variable: SP

b. Predictors: (Constant), SSP, QIS



The ANOVA for the effect of supply chain management practices on the performance of SMEs in Lagos is presented in Table 4.3. The F-statistics were 180.139, with a p-value less than 0.05, indicating that the relationship depicted in the model is significant at a 95% confidence level. This implies that the model depicted in this study is fit for purpose and that reliable conclusions can be drawn from it.

Table 4.Regression Output 3

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error				
	(Constant)	0.301	0.026		11.577	0.003
1	SSP	0.108	0.022	0.105	4.779	0.003
	QIS	0.223	0.072	0.212	2.944	0.000

According to table 4, the study found that the coefficient of Strategic Supplier Partnership was 0.108, which is also positive. This implies that the greater the strategic Supplier Partnership in business operations, the greater the improvement in SME performance in Lagos. This equates to a 10.8 percent improvement. The significance of this, however, can be determined by the t statistics and its significance. Strategic supplier partnership had a t statistic of 4.909 and a p-value of 0.003. The p-value is less than 0.05, indicating that the model's depicted strategic supplier partnership is significant at the 95 percent confidence level. This implies that the study lacks sufficient statistical evidence to accept the null hypothesis, which states that there is no effect of Strategic Supplier Partnership on the performance of SMEs in Lagos; thus, the study accepts its alternate hypothesis, which states that strategic supplier partnership has a significant relationship with the performance of SMEs in Lagos. This finding is consistent with the findings of a prior study, which found that supply chain management is enhanced by collaboration, timely supply partnerships, and accurate information exchange. According to Song et al. (2016), SMEs may enhance their performance by forming partnerships that foster trust and strong relationships among supply chain stakeholders. For example, Cragg and McNamara (2018) say that partnering with suppliers and utilising cutting-edge ICT might provide SMEs an advantage in dealing with global competitiveness difficulties. Similarly, Kulkarniet al. (2019) found that when quality, flexibility, affordability, and delivery are combined in the form of a partnership, digital manufacturing businesses get the most competitive advantage. Gurtu and Johny (2019) also stress the need of a supplier alliance leveraging new technologies such as block chain technology for successful SCM in their study.

According to the study, the coefficient of quality of information sharing was 0.223, which is also positive. This implies that an increase in the quality of information sharing would result in a 22.3 percent increase in SME performance in Lagos. The significance of this, however, can be determined by the t statistics and its significance. The t statistic for information sharing quality was 2.944, with a p-value of 0.000. The p-value is less than 0.05, indicating that the model's depicted relationship is significant at the 95 percent confidence level. This implies that the study lacks sufficient statistical evidence to accept the null hypothesis, which states that the quality of information sharing effect provided has no significant relationship with SME performance in Lagos; as a result, the study accepts its alternate hypothesis, which states that the quality of information sharing effect provided has a significant relationship with SME performance in Lagos. The key investment goals for SCM adoption in SMEs are quality improvement, rapid responsiveness to client needs, and precise sales forecasting and budgeting. In this sense, the study suggests that outbound SCM may be considered as demand chain management and the maintenance of customer and supplier relationships, both of which are critical in SCM. This concurs with Lan et al. (2016), who discovered that a rapid response and customizable logistics approach leads to increased customer satisfaction.

## 5 Conclusion and Recommendation

The study contributes to the supply chain of SMEs as major suppliers to large enterprises, which contribute significantly to the nation's social and economic growth. Working in global competition with advanced technologies, on the other hand, is a very stimulating situation for SMEs. SMEs can gain a competitive advantage by being flexible in their operations. This study investigates the impact of supply chain management practices on the performance of SMEs in Lagos and concludes that supply chain management variables have a significant impact on the performance of SMEs in Nigeria.

According to the study, SMEs management should put in to consideration technological investment in order to acquire first-mover advantage. It is probable to create substantial network effects after a certain quality of information employing technology as a solution has been effectively produced and embraced.

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