

## SUPPLY CHAIN MANAGEMENT PRACTICES IMPLEMENTATION AND SMALL AND MEDIUM ENTERPRISES' PERFORMANCE IN NIGERIA: A QUANTITATIVE APPROACH

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### ABSTRACT

*This study examines the impact of implementing supply chain management on the performance of manufacturing SMEs. A total of 450 manufacturing SMEs in Lagos, Ogun and Oyo states were selected as the sample size for the study through targeted sampling techniques. The structural equation modeling was used to analyse the data. The results show that supply chain management practices are highly relevant to the performance of SMEs in the sub-manufacturing sector. In particular, the study shows that strategic supplier partnerships have a significant impact on small business performance. It was also shown that customer relationship management has a significant impact on company performance. Therefore, SMEs should pay more attention to the effective implementation of supply chain management practices and further improve their operational performance by emphasizing customer relationships, information sharing, and supplier relationships.*

**Keywords:** SCM, Supplier partnership, Customer relationships, Information sharing, SMEs.

### INTRODUCTION

Around the world, small and medium enterprises (SMEs) are recognized as pillars of sustainable economic development in terms of job creation, wealth creation, and poverty alleviation. Studies show that SMEs contribute over 98% to the GDP in developed and emerging economies (Odetayo, Sajuyigbe & Adeyemi, 2020; Sajuyigbe, Adeyemi & Aremu, 2017). The European Commission (2008) has reiterated that SMEs account for around 80 million jobs and 99% of all businesses in the UK and other EU-25 countries. In the same vein, US Small Business Administration (2009) reaffirms that SMEs create about 5.5 million jobs and account for over 50% of the United States of America's GDP. In Japan, SMEs employ over 78% of the workforce. In Singapore, SMEs account for over 90% of all businesses and engage over 4 million workforces (Arend, 2006). In Nigeria, the sector contributes over 80% to GDP and employed over 20 million people (Sajuyigbe, Eniola, Obi & Peter, 2021).

The federal government is aware of this fact and has taken various steps to strengthen the sector. Despite efforts to improve the sector, most of them are dead in the introduction phase. This means that the contribution of SMEs to economic growth and development enjoyed by other parts of the world is not felt in Nigeria. To support this claim, Onugu (2005) found that more than 80% of SMEs died

during their first five years of existence, and a smaller percentage died between six and ten years, while only 5% to 10% of SMEs grow to maturity. In the same vein, Manufacturers Association of Nigeria (2016) also affirms that over eight hundred (800) SMEs closed shops, leading to more than 180,000 job losses while some of the affected Entrepreneurs have relocated to neighbouring countries. Apparently, Abedejos (2020) confirms that more than 80% of the small businesses in Nigeria are facing extinction, especially during the COVID-19 epidemic. This unpleasant scenario makes the country one of the poorest in the world. Implementing supply chain management is recognized as a platform for small businesses to achieve business excellence (Özdemir & Aslan, 2011). According to Zacharia and Mentzer (2007), implementation of supply chain management provides competitive advantage for SMEs in developed countries. Provide relevant information about packaging, make decisions to deliver products in good condition, select effective and efficient transportation, and flexibly respond to changing market needs and cost-effective distribution to do. Developed countries recognize the benefits of implementing supply chain management. However, developing countries like Nigeria are not keen to see how integrated supply chains can enable significant changes in business processes, with positive outcomes such as improved service quality, lower costs, and greater efficiency

for SMEs. Akenbor and Okoye (2011) argue that empirical research on the relationship between supply chain management practices and SME performance in the Nigerian context is sparse. SMEs are a key growth driver in Nigeria especially during this economic downturn, so you can discover great potential to develop Nigerian SMEs through supply chain management. The few available are of foreign origin, so the results are inconsistent with the situation in Nigeria. It is intended to fill gaps in the supply management literature by examining the impact of implementing management practices. This study aims to increase knowledge among SME managers and policymakers about the benefits of implementing supply chain management practices as a driver for improving SME performance in a highly competitive global environment. It also provides valuable information for management to scholars and researchers studying supply chain barriers. For small business administrators who wish to implement and implement supply chain management.

The following questions are relevant to researchers:

- To what extent do supply chain management practices affect the performance of SMEs?
- What are the factors affecting supply chain management implementation by SME operators?

## **LITERATURE REVIEW**

### **CONCEPT OF SUPPLY CHAIN MANAGEMENT**

The term "supply chain management" (SCM) has only been around since the 1980s, making it a relatively novel subfield of management theory where both the terminology and the underlying concepts are still developing. Academics, professionals, and business managers have recently begun to pay more attention to the concept of SCM, as stated by Tan, Lyman, and Wisner (2002). Additionally, Li, Ragu-Nathan, and Subba (2006) state that SCM is a crucial instrument for SMEs to construct a long-term competitive advantage for their products and services in a highly competitive market. Academic debate over the past two years has helped improve the relevance of SCM expertise to corporate strategy, according to Burgess, Singh, and Koroglu (2006). However, the SCM idea has been seen from a unique angle in exceptional literature, such as purchasing and supply management, logistics and transportation,

operations management, marketing, organizational principles, and managing factual structures (Burgess et al., 2006). Certain theories offer different insights into the positive elements and views of SCM. B. Analysis of commercial organizations and associated transaction prices, an extension of subsidy-based principles and considerations of their relevance, positive strategies, and socio-political stances (Robertson, 2006). Moreover, these scholarly discussions in recent years have produced further fragmented literature lacking the usual routine framework and clear structure, undermining progress in understanding (Burgess et al., 2006). ). The goal of supply chain management (SCM) is to seamlessly integrate all facts and material flow along the supply chain as a powerful weapon of attack (Handfield, & Nichols, 2012). This term is misleading because the supply chain is a network of businesses and relationships rather than a formal chain of distributors. A review of the available primary literature indicates that there is no uncommon definition of SCM. Li et al. (2006) argue that the SCM exercise is a multidimensional format consisting of both upstream and downstream supply chains. According to Dorling (2017), SCM practices consist of outsourcing, vendor partnerships, shared data sets, compressed cycle times, and uninterrupted process flows. pets etc. (2010) sees SCM practices as good purchasing and customer relationships. Alvarado and Kotzab (2001) agree that the use of systems in movement organizations, intermediate competencies, and elimination of additional inventory through replacement are SCM practices. Discussion with the help of Tan et al. (2002) describes SCM practices as fact sharing, customer care management, geographic proximity, and JIT skills. A look at Lambert, Dastugue, and Croxton (2005) argues that outsourcing, strategic dealer partnerships, customer relationships, fact-sharing, and product modularization are SCM practices. However, Chen and Paulraj (2004) describe SCM practices as long-term relationships, data sharing, vision and dreams, risk and praise sharing, collaboration, and technology integration. This perspective uses the same practices as the building blocks of the SCM practice: strategic supplier partnerships, customer relationships, and dataset sharing. These factors have been shown to be highly relevant to the overall performance of SMEs (Li et al., 2005).

## CONCEPT OF SMES

The definition of a small business varies from country to country, and even regional companies vary from place of business to place of business. Therefore, there are no common or critical elements that can be identified on a regular basis in smaller institutions. The relative length of a small business can be arbitrarily determined based on the type of pub in question and its profile as a gated business park. In some countries, employee diversity is used as the only criterion for determining whether a company is a small business. Similar settings are used in various international locations, with additional criteria set based on the level of cost or profit of ownership of the organization. For example, the OECD classifies SMEs as small organizations with less than 250 employees, groups with 11 to 50 employees, and organizations that link assets between \$ 50,000 and \$ 250,000. Middle-market companies have 51,200 employees and investment assets between \$ 250,000 and \$ 500,000 (Julta, Bodorick, & Dhaliwal, 2002). In Indonesia, the company has well less than 100 employees. In the Democratic Republic of Laos, SMEs are described as companies with an average annual workforce of 19 or less, total assets of 250 million kip or less, and annual sales of 400 or less. One million kip. In Vietnam, SMEs are fair trade and trading companies, officially registered under the latest regulatory provisions, each registered capital is currently less than 10 billion dong, or annual worker team is less than 10 billion dong and 300 people (Kolawole, 2013). In China, small and medium-sized organizations with up to 2,000 employees are described. SMEs have 301 to 2,000 employees. SMEs: Less than 300. The EU defines small and medium-sized organizations as companies with less than 250 employees and total sales of well below € 50 million. He also argued that the organization's involvement in various employers should not exceed 25 percent (Irfan, Muhammad, & Khaliq, 2015). According to the Julta, Bodorick, and Dhaliwal (2002), medium-sized businesses are those with less than 300 employees and annual sales of less than \$ 15 million. Global financial institutions added that small companies have less than 50 employees and annual sales of less than \$ 3 million. Therefore, SME was defined as an agency that has annual sales of \$ 100,000 and employs up to 10 people. In Nigeria, SMEs as an asset-based enterprise have 5 million Assets and employ 11 to 200 people, not

exceeding 500 million assets excluding land and buildings (Chiyah & Forchu, 2010).

## THEORETICAL REVIEW

Network theory is the theoretical framework of this study. In order to gain an edge in the marketplace, supply chain management has been studied and implemented in accordance with this theory (Turner, 2013; Bized, 2007; Burgess, Singh & Koroglu, 2006). Previous studies have shown that using network theory to manage supply chains effectively can give businesses an edge in the marketplace (Turner, 2013; Haakansson & Ford, 2002). Gichuru, Iravo, and Iravo (2015) found that the success of small and medium-sized enterprises (SMEs) is dependent on the quality of the relationships they foster with their direct partners and the efficiency with which those partners run their businesses.

This demonstrates the significance of their collaborative efforts. Network theory suggests that in order for small and medium-sized enterprises (SMEs) to thrive in a globalised economy, there must be close ties between strategic supplier partnerships, customer relationship management, and information sharing. This theory also suggests that many more resources can be created when the resources of two organisations are combined rather than through individual efforts, and it argues that ongoing interaction between SMEs and other stakeholders will be a key factor in the development of new resources. In a 2002 study (Hakanson and Ford)

## EMPIRICAL REVIEW

Several studies have found that implementing supply chain management improves the efficiency and productivity of small businesses. For instance, Enriquez, Castorena, and Adame (2015) conducted research in Aguascalientes and found that small and medium-sized enterprises benefited greatly from adopting supply chain management practises. Irfan, Muhammad, and Khaliq (2015) conducted a similar study in Pakistan and found that good supply chain management practises directly correlate with the success of small and medium-sized enterprises. In the same vein, Inda, Abu, Rohaizat, and Rosman (2012) discovered that requiring SMEs in Malaysia to adhere to supply chain management practises boosted their productivity. Furthermore, the benefits of implementing supply chain management for SMEs are confirmed by an analysis using Thoo, Abu, Amran, and Rohaizat (2012). According to

research conducted in Turkey, supply chain management has a significant impact on the productivity of small and medium-sized enterprises (SMEs). Koh, Demirbag, Bayraktar, Tatoglu, and Zaim (2007) find that SMEs in Turkey are more likely to remain operational if they adopt supply chain management practises. The end result is strategic supplier partnerships, customer relationship management, and information sharing, have a significant association with SMEs' overall performance. Based on empirical and theoretical reviews, the following hypotheses are proposed:

**H<sub>1</sub>:** Strategic supplier partnership is significantly associated with SMEs' performance

**H<sub>2</sub>:** Customer Relationship Management is significantly associated with SMEs' performance

**H<sub>3</sub>:** Information sharing is significantly associated with SMEs' performance

## METHODOLOGY

Companies producing beer, starch, and other foods and condiments in Nigeria's southwestern geopolitical zone were polled for this study. These states were chosen because they serve as economic hubs and are home to the most manufacturing micro-enterprises. The effect of supply chain

management practises on the efficiency of small businesses was studied using a descriptive research method. Each of the 2,500 manufacturing SMEs in Nigeria that are members of the Nigerian Manufacturers Association constitutes a part of the study population. A total of 450 manufacturing SMEs in Lagos, Ogun, and Oyo states were chosen as the sample size for the study using the formula proposed by Mugenda and Mugenda (2003). Survey takers were selected through a targeted sampling process (see Table 1). The study's instruments include the Strategic Supplier scale, the Partnership Customer Relationship scale, the Information Sharing scale, and the performance scale. Each of these measures was created and tested by a different group of researchers; for example, Enriquez, Castorena, and Adame (2015); Irfan, Muhammad, and Khaliq (2015); Inda, Abu, Rohaizat, and Rosman (2012); and Ozdemir and Aslan (2011). All of the surveys and questionnaires used a standard five-point Likert scale, with 1 representing a strong disapproval and 5 representing a strong approval. For these four scales, the corresponding internal consistency factors were 0.79, 0.81, 0.84, and 0.78.

**Table 1: Distribution of Sample Size**

State	Manufacturing SMEs
Lagos	202
Ogun	198
Oyo	50
Total	450

Source: Authors' Computation.

**Table 2: Summary of Results of the Measurement Instruments Validation**

Variable		Cronbach's alpha
<b>Strategic Supplier Partnership Scale – Cronbach Alpha – (SSPS = 0.891)</b>		
SSPS 1	Consider quality as the most important criterion when choosing supplier.	0.705
SSPS 2	We regularly work with our suppliers to solve problems.	0.698
SSPS 3	We have a continuous improvement program including major supplier.	0.802
SSPS 4	Involve key suppliers in planning and target setting.	0.724
<b>Customer Relationship Scale - Cronbach Alpha – (CRS = 0.892)</b>		
CRS 1	We interact with our customers frequently to ensure reliability.	0.786
CRS 2	Regular evaluation of customer satisfaction is our priority	0.851
CRS 3	We often determine the expectations of our future customers	0.764
CRS 4	Makes inquiries from customers easy	0.807
CRS 5	Our responsiveness and other criteria	0.689
<b>Information Sharing Scale - Cronbach Alpha – (ISC = 0.807)</b>		
ISC 1	Information sharing with supply chain partners is accurate	0.785
ISC 2	We share complete information between ourselves and our supply chain partners	0.799
ISC 3	We trust the information we receive from our supply chain partners.	0.812
ISC 4	We have sufficient information from our supply chain partners	0.801
<b>Performance Scale - Cronbach Alpha – (PFS = 0.807)</b>		
PFS 1	We customized our products on a large scale.	0.785

<b>PFS 2</b>	Our customers are satisfied with our product varieties	0.799
<b>PFS 3</b>	Finance performance has improved tremendously	0.812
<b>PFS 4</b>	With no cost, we add product versatility	0.801

Table 1 above shows that the factor weights for all indicators are greater than 0.5, indicating that the question explains the variability of those variables. This makes the measurement model suitable for analysis.

**RESULTS OF DATA ANALYSIS:**

**Basic Demographics of the Respondents**

Questions regarding age, marital status, education, job title, and years of work experience were included in the survey to capture the basic demographic data of the respondents. As a result, 44.8% of her respondents were male and 55.2% were female. This may indicate that men's involvement in small businesses is still low. This was necessary for the survey to provide a balanced picture of respondents' opinions about the performance of small businesses in the state. The above data shows that more respondents were in the age group between 31-40, followed by 41-50, 21-30 and 50+ in the order of 42.7%, 22.4%, 21.7% and 13.3% respectively. From this we can understand that most of the SME operators were

under the category of productive age. Additionally, 34.3% of respondents said they have been in business for 3 to 7 years, 32.9% said they have been in business for 8 to 12 years, and 21.7% of respondents said that you said the company exists. Less than 3 years. In a poll 5.6, there was a tie between respondents who said they were in business from age 13 to he was 17 and he was 18 and older. Given that 88.9% of the businesses surveyed in the current survey have been in business for seven years or more, these businesses must have a level of experience that impacts the performance of SMEs in the state. It is very likely that there is. Analysis of the results revealed that 18.9% of his respondents had no formal qualifications but had on-the-job training. 18.2% had a diploma and 17.5% had a diploma. Furthermore, 24.5% completed their education with a bachelor's degree and only 21.0% with a master's degree. Therefore, most respondents (81.1%) had some form of formal education and should have been able to adequately answer the questions.

**Table 3: Relationship between Variables**

Variable	1	2	3	4
<b>PFS</b>	1	.249**	.214**	.372**
<b>SSPS</b>	.249**	1	.632**	.423**
<b>CRS</b>	.214**	.632**	1	.504**
<b>ISC</b>	.372**	.423**	.504**	1

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

Table 3 shows the relationship between supply chain management dimensions and organizational performance. Results showed that strategic supplier partnerships (SSPS), customer relationships (CRS), and information sharing (ISC) were positively associated with firm performance (PFS) with R-values of 0.249\*\*, 214\*\*, and 372\*\* Respectively. This suggests that the implementation of aspects of supply chain management such as strategic supplier partnerships

(SSPS), customer relationships (CRS), and information sharing (ISC) are highly relevant to organizational performance. This result is consistent with previous studies that found that the implementation of supply chain management strategies increased the output of manufacturing SMEs in both developed and emerging economies. (Enriquez et al., 2015; Irfan, et al., 2015; Inda et al., 2012; Ozdemir & Aslan, 2011).

**Table 4: Structural Equation Modelling**

Path	Coef.	Std. Err.	z	P> z	95% Conf. Interval
PFS <- SSPS	.413	.062	6.61	***	.29074 .53568
PFS <- CRS	.186	.068	2.72	***	.05204 .32078
PFS <- ISC	.281	.067	4.20	***	.15017 .41346
_cons	.374	.252	1.49	***	-.11918 .86894

Note: \*\*\* = significant at 5%, PFS= performance, SSPS= strategic supplier partnership, CRS= customer relationship, ISC= and information sharing.

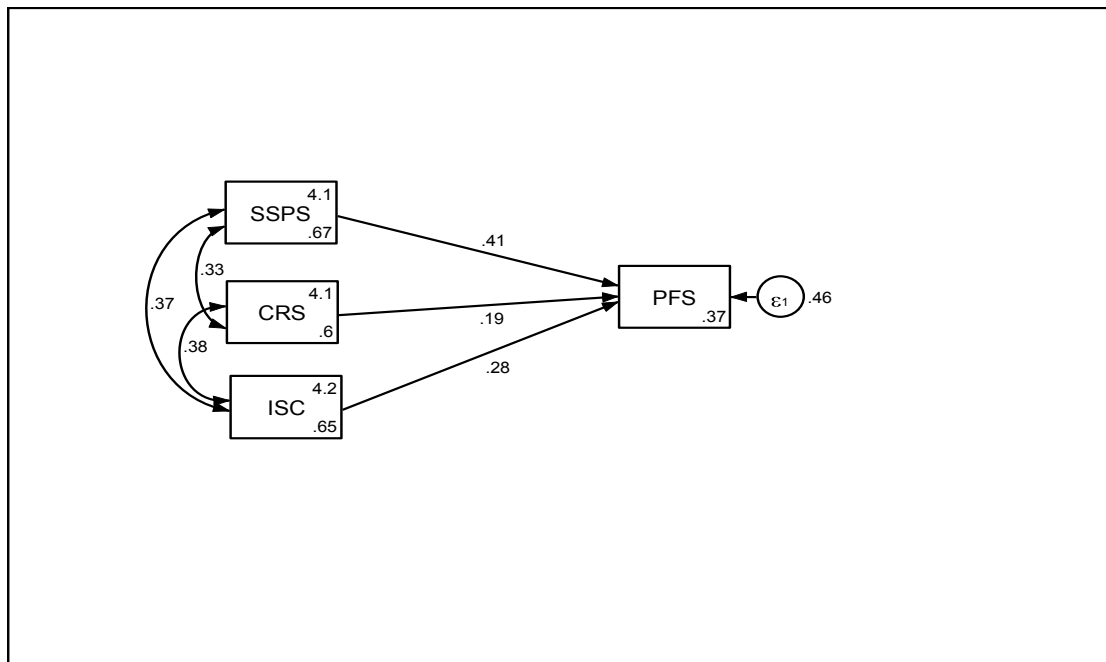


Figure 1: Structural Equation Modelling

Table 4 shows the relationship between variables. The unstandardized coefficient beta value is .413, the z-score is 6.61, and the p-value is 0.000, all of which point to a positive relationship between SSPS and organisational performance (see Figure 1). This finding suggests that a company's strategic suppliers can help foster an environment of trust and collaboration among supply chain partners and customers, which in turn can help eradicate all non-value adding activities and cut down on The beta-value of .186 and z-value of 2.72 connote that CRS has a direct positive link with organizational performance, while p-value of 0.000 further explains that CRS has a significant influence on organizational performance (see Figure 1). This means that Customer Relationship Management has strong influence on organizational performance. The study conforms to Banda (2010), Tan et al. (2002), Min and Mentzer (2004) and Arawati (2011) that Customer Relationship Management is strong predictor of organizational performance. When analysing the relationship between ISC and organisational performance, the beta value f.281, the z-value of 4.20, and the p-value of 0.000 all point in the same direction, showing that ISC has a direct positive link with organisational performance (see Figure 1). This shift indicates that nformation availability is typically the determining factor in the technological revolution of organisations. The findings corroborate those of Makena and Irawo (2014), who argue that open communication within an organisation is a prerequisite for superior

performance as a result of echnological advancements. The deduction to be made from these findings is that effective value chain management tend to enhance organisational competitiveness in a global competitive environment.

## CONCLUSION

The study examines the impact of supply chain management implementation on the performance of manufacturing SMEs. Targeted sampling was used to select 450 manufacturing SMEs from Lagos, Ogun, and Oyo states for the study, which employed a descriptive survey design. Structural equation modelling was used to analyse the data. The study concluded that the success of small and medium-sized enterprises (SMEs) in the secondary manufacturing sector is strongly correlated with supply chain management practises like strategic supplier partnerships, customer relationship management, and information sharing. The research highlights the importance of strategic supplier partnerships to the success of small businesses. That's why it's important to form strategic partnerships with your suppliers; doing so will foster an environment of trust and collaboration among supply chain partners and customers, get rid of any and all wasteful practises, and boost efficiency and output. It also demonstrates that CRM has a substantial effect on business outcomes. This suggests that fostering stronger connections with customers has a notable effect on performance

in terms of cost leadership in a globally competitive setting. Sharing information has a major effect on the success of small businesses, according to the study. This demonstrates the importance of information availability to the success of his SME in the current economic climate. These results suggest that a company's ability to compete in a global market can be enhanced through the application of sound supply chain management practises.

### PRACTICAL IMPLICATIONS

This study provides empirical evidence of the positive impact of supply chain management practices on the performance of Nigerian SMEs. The results of this study demonstrate the importance of SME operators/managers, employees, and SME stakeholders who operate in the manufacturing subsector to implement supply

chain management as a driver for improving SME performance. It can serve as an input that greatly improves your ability to understand sexuality. The study found that in order for small and medium enterprises to remain sufficiently competitive, due attention should be paid to the effective implementation of supply chain management practices by strengthening customer relationships, information sharing and supplier relationships. , has been found to be better for further improving operational performance.

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