



Effect of Supply Chain Management on Performance of Mikap Nigeria Limited Makurdi, Benue State, Nigeria

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ABSTRACT

This research took a close look at how effective supply chain management actually boosts the performance of Mikap Nigeria Limited in Makurdi. Specifically, it explored four key areas: building strong strategic partnerships with suppliers, maintaining solid relationships with customers, openly sharing information across the chain, and ensuring that the information shared is accurate and high-quality. Since the company has only 28 staff members directly involved in supply chain activities, the researchers used a straightforward survey approach, reaching out to everyone rather than just a sample. They collected responses through questionnaires and analyzed the data with basic statistics like averages, percentages, and standard deviations, then used multiple regression to measure the real impact of each factor, backed by statistical tests. The results clearly showed that all four elements—strategic supplier partnerships, customer relationships, information sharing, and information quality—positively and significantly influence the company’s overall performance. In the end, the study highlights that smart supply chain practices truly matter for a company like Mikap, and it strongly suggests that the firm should focus on nurturing closer, more collaborative ties with its suppliers so both sides can thrive together.

Keywords: Strategic Supplier Partnership, Customer Relationship, Level of Information Sharing and Level of Information Quality, Organisational Performance.

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1.0 INTRODUCTION

1.1 Background of the Study

In today’s fast-moving and often cash-strapped world of manufacturing, especially for private-sector food companies, having a well-run supply chain isn’t just helpful—it’s often the difference between thriving and barely surviving. These organizations constantly wrestle with tough realities: making the most of limited resources, keeping everything transparent and above board, holding people accountable, and staying strong when unexpected disruptions hit, whether from supply shortages, price swings, or external shocks (Ugwude *et al.*, 2021). When companies get their supply chain strategies right—allocating resources smartly, building real openness and responsibility into the process, and proactively managing risks—they can transform how they operate. The payoff is usually higher efficiency, better overall effectiveness, and ultimately more reliable delivery of safe, high-quality food products to consumers (Iherobiem, 2023). As Hassan (2023) pointed out, strong

supply chain management doesn’t just lift day-to-day performance; it helps companies stay sharp and competitive in a crowded, demanding market.

At its core, supply chain management is about orchestrating every step of the journey—from sourcing raw materials and procuring what’s needed, through turning those inputs into finished goods, to handling all the logistics that get products into customers’ hands (Usoro *et al.*, 2023). It’s the invisible backbone that links suppliers, manufacturers, and end users into one connected system focused on creating and delivering value (Ikegbunam and Onuoha, 2023). To really understand what makes a supply chain effective, it helps to look at a few key pieces. Strategic supplier partnerships stand out as long-term, trust-based relationships where a company works closely with its suppliers to guarantee steady, reliable supplies of raw materials, drive down costs over time, and consistently improve the quality of what comes in the door (Duong *et*

al., 2019). On the other end, customer relationship management is all about earning loyalty and keeping people happy—through clear, open communication, tailored services that meet real needs, and accurate forecasting so demand is met without over- or under-producing (Kadiane *et al.*, 2023). Alongside these, sharing timely and accurate information both internally and with partners is crucial for keeping the whole system coordinated and responsive (Hassan, 2023). When these elements work together well, the entire operation becomes smoother, more resilient, and better positioned to deliver consistent results.

Information sharing within a supply chain is really about how freely and promptly an organization passes along useful, relevant details to its partners—suppliers, logistics providers, distributors, and even customers. When everyone stays in the loop with up-to-date information on things like demand changes, stock levels, production schedules, or potential delays, it becomes much easier to coordinate activities, avoid surprises, and make better, faster decisions together (Igashi *et al.*, 2023). Just as important is the quality of that information: it has to be accurate, trustworthy, and delivered when it's actually needed. Poor-quality data—whether it's outdated, incomplete, or simply wrong—can quickly lead to missteps like over-ordering, shortages, or production bottlenecks (Baqlah and Alateeq, 2023). When both strong information sharing and high-quality information are in place and consistently applied, many researchers argue they can noticeably improve how an organization performs overall by making the entire supply chain more responsive, efficient, and aligned (Chileshe and Phiri, 2022).

Organizational performance, in simple terms, is about how well an organization actually achieves what it set out to do whether that means hitting financial targets, delivering value to customers, running smooth internal operations, or building long-term capability. It's the process of turning plans into results by managing people, processes, and resources against clear goals, agreed standards, and the skills needed to succeed (Nwankwo *et al.*, 2020; Ugwude *et al.*, 2021). For many years, performance was judged almost entirely by financial numbers profits, revenue growth, cost control, and similar “lagging” indicators that show what already happened. More recently, though, organizations have adopted broader tools like the Balanced Scorecard (BSC), which keeps those financial measures but adds three forward-looking perspectives: customer satisfaction and loyalty, the efficiency and effectiveness of internal processes, and the organization's capacity to learn, innovate, adapt, and grow over time (Awan and Khan, 2016). In this particular study, given the specific context and nature of the organization being examined, the researchers chose to focus on the learning and growth perspective to measure organizational performance. This dimension emphasizes things like employee skills and development, knowledge sharing, organizational culture,

information systems, and the ability to improve continuously—making it especially relevant for exploring how supply chain practices such as information sharing and information quality ultimately help the organization become more capable and effective in the long run.

Researchers around the world have consistently shown that smart supply chain management practices can make a real difference to how well companies perform. In Greece, Reklitis and colleagues (2021) found that when businesses adopt solid supply chain approaches, they see measurable improvements in both overall business performance and their ability to stand out from competitors. Similarly, in the United States, Sajja (2021) reported that these same practices have a substantial positive effect on a company's overall success. Moving to Asia and the Middle East, studies in Indonesia (Muhammad and Isfianadewi, 2023), Jordan (Al-Rawashdeh *et al.*, 2023), and Pakistan (Hassan, 2023) all reached the same conclusion: effective supply chain management noticeably boosts operational performance in organizations. Closer to home in sub-Saharan Africa, researchers in Zambia (Chileshe and Phiri, 2022), Ghana (Nti, 2022), and Ethiopia (Birahanu and Aklilu, 2021) have also confirmed a strong, significant link between supply chain practices and better organizational outcomes. Even within Nigeria, several studies by Iherobiem (2023), Usoro *et al.* (2023), and Ikegbumam and Onuoha (2023)—have argued that well-managed supply chains can have a meaningful and positive influence on how companies perform.

In manufacturing companies especially where raw materials and inputs are transformed into finished products supply chain management plays a particularly important role. When done effectively, it helps cut costs and reduce excess inventory, increases visibility across the entire process, improves internal service delivery, and makes much better use of available resources. All of these gains add up to more efficient and effective operations, helping the organization reach the level of performance it aims for (Alahmad, 2021). In today's competitive environment, the ability to design, put in place, and continuously manage a reliable supply chain has become a strategic necessity for most businesses. It brings together people, processes, and information in a coordinated way, which is why so many experts believe it has strong potential to shape organizational success. Despite this growing body of evidence globally, research on these dynamics within Nigeria's manufacturing sector remains limited and no studies appear to have looked specifically at companies in Benue State. This study therefore steps in to help fill that gap by examining how supply chain management practices actually affect the performance of Mikap Nigeria Limited, a manufacturing enterprise based in Makurdi, Benue State, Nigeria.

1.2 Statement of the Problem

Nigeria's agro-manufacturing sector is a cornerstone of the national economy. It drives food

production on a large scale, creates millions of jobs especially in rural areas and plays a major role in lifting people out of poverty. Yet the industry continues to grapple with deep-seated problems that hold it back. Inefficient supply chains lead to delays, spoilage, and lost opportunities; high operating costs eat into already thin margins; and poor infrastructure bad roads, unreliable power, limited cold storage makes everything harder and more expensive. These challenges don't just hurt individual companies—they fuel food insecurity by driving up prices and allowing large amounts of perishable produce to go to waste before it ever reaches consumers (Ugwude *et al.*, 2021; Ikegbunam and Onuoha, 2023). Many experts now point to strong supply chain management (SCM) as one of the most effective ways to turn things around. When companies build solid strategic partnerships with suppliers, actively manage customer relationships, share timely and accurate information with partners, and ensure that information is reliable and high-quality, they can cut costs, keep inventory lean, streamline operations, and keep customers happier and more loyal (Chileshe and Phiri, 2022; Hassan, 2023).

At Mikap Nigeria Limited, a food manufacturing company based in Makurdi, Benue State, these broader industry struggles are very much in evidence. Early inquiries into the company's operations revealed that it has not been able to fully reap the benefits of good supply chain practices. Systemic issues—such as unreliable infrastructure, shaky and sometimes adversarial relationships with suppliers, and very limited use of modern technology have made it difficult to coordinate smoothly from farm gate to final product. These roadblocks raise real questions about how effective supply chain management can actually be in improving performance under such tough local conditions. Yet that makes studying the situation at Mikap particularly valuable and urgent. By carefully examining how strategic supplier partnerships, customer relationship management, information sharing, and information quality influence the company's performance, this research can offer practical insights into what works, what doesn't, and why. The goal is straightforward: to help Mikap and potentially similar firms—move toward more efficient production, significantly less waste, stronger customer satisfaction, and ultimately better overall performance. Because so little research has been done specifically on supply chain dynamics in Nigeria's agro-manufacturing sector especially in states like Benue—this study steps in to help fill that important knowledge gap, shedding light on how SCM can realistically deliver results in a challenging real-world setting like Makurdi.

1.3 Objective of the Study

The main objective of the study is to examine the effect of supply chain management on performance of Mikap Nigeria Limited, Makurdi, Benue State, Nigeria. The specific objectives of the study are to;

- i. examines the effect of strategic supplier partnership on performance of Mikap Nigeria Limited, Makurdi, Benue State;
- ii. ascertain the effect of customer relationship on performance of Mikap Nigeria Limited, Makurdi, Benue State;
- iii. assess the effect of level of information sharing on performance of Mikap Nigeria Limited, Makurdi, Benue State; and
- iv. determine the effect of level of information quality on performance of Mikap Nigeria Limited, Makurdi, Benue State.

1.4 Hypotheses

The following null hypotheses are proposed:

- H0₁:** Strategic supplier partnership has no significant effect on performance of Mikap Nigeria Limited, Makurdi, Benue State.
- H0₂:** Customer relationship has no significant effect on performance of Mikap Nigeria Limited, Makurdi, Benue State.
- H0₃:** Level of information sharing has no significant effect on performance of Mikap Nigeria Limited, Makurdi, Benue State.
- H0₄:** Level of information quality has no significant effect on performance of Mikap Nigeria Limited, Makurdi, Benue State.

2.0 LITERATURE REVIEW

2.1 Theoretical framework

2.1.1 The Resource Based View (RBV) Theory

The Resource-Based View (RBV), first introduced by Edith Penrose in 1959, offers a powerful way to understand why some companies consistently outperform others. At its heart, the theory argues that real, lasting competitive advantage and superior performance come mainly from the unique resources and capabilities a firm owns or controls internally rather than from external market conditions or industry forces. Firms aren't all the same; they differ in the mix of resources they have, and those differences directly shape how well they perform (Barney, 1991). Penrose emphasized that the most valuable resources can be tangible like machinery, facilities, or financial capital or intangible, such as specialized knowledge, employee skills, organizational culture, or a strong brand reputation. What truly matters, though, isn't just having these resources; it's whether they are valuable, rare, hard for others to copy (inimitable), and difficult to replace with something else (non-substitutable) often summarized as the VRIN criteria. When a company possesses and actively develops VRIN resources, and uses them effectively, it can build a sustainable edge over competitors.

In the context of this study, RBV provides a clear lens for understanding why supply chain management practices matter so much to Mikap Nigeria Limited. Practices like building strong, long-term strategic supplier partnerships, nurturing solid customer

relationships, and maintaining high levels of timely and accurate information sharing aren't just routine activities they can be viewed as distinctive organizational capabilities or resources. When done well, these practices become difficult for rival firms to imitate quickly, especially in a challenging environment like Nigeria's agro-manufacturing sector where trust, coordination, and reliable information flows are hard to establish. By investing in and continuously improving these supply chain capabilities, Mikap can strengthen its internal processes reducing delays, cutting waste, improving product quality, and responding faster to customer needs. This leads to greater operational efficiency and, ultimately, better overall performance. In essence, RBV helps explain how Mikap's deliberate focus on these supply chain practices can serve as the foundation for a competitive advantage that's both meaningful and sustainable, even when external conditions remain tough.

2.1.2 Knowledge Based Theory

The Knowledge-Based View (KBV), introduced by Grant in 1997, shifts the spotlight from traditional resources like machinery or money to something far more powerful and harder to copy: knowledge itself. While the classic resource-based view emphasizes tangible assets, KBV argues that what really drives an organization's long-term success is how well it creates, shares, and puts knowledge to work. Knowledge becomes the most strategic resource because it fuels innovation, helps companies adapt quickly to change, and builds lasting competitive advantages that rivals struggle to match (Grant, 1997; Nonaka and Takeuchi, 1995). The theory draws a clear line between two kinds of knowledge. Explicit knowledge is the kind you can write down, store in databases, or put into manuals things like standard operating procedures, product specifications, or sales forecasts. Tacit knowledge, on the other hand, lives in people's heads and hands: the intuition gained from years of experience, the unspoken "know-how" of a skilled operator, or the subtle judgment that comes from dealing with real-world problems day after day. Tacit knowledge is much harder to transfer or teach, which is exactly why it can be so valuable and difficult for competitors to replicate (Polanyi, 1966).

In the world of supply chain management, KBV offers a very practical perspective. When organizations share knowledge effectively with suppliers, customers, and other partners—whether it's explicit data like demand forecasts and inventory levels or more tacit insights such as best practices for handling perishable goods or troubleshooting production issues—the entire supply chain becomes smarter and more responsive. Good knowledge-sharing improves decision-making, reduces costly mistakes, speeds up problem-solving, and sparks new ideas that lead to better processes or even entirely new products (Grant, 1997; Choi *et al.*, 2020). Applying KBV to this study helps us see how both internal knowledge (within Mikap Nigeria Limited) and

external knowledge (flowing to and from suppliers and customers) act as key drivers of performance. By deliberately building mechanisms for sharing and using knowledge—through regular communication channels, joint problem-solving sessions, training programs, or technology platforms that capture lessons learned the company can make better decisions, innovate faster, and strengthen its position in a tough agro-manufacturing environment. Ultimately, KBV reminds us that organizations that treat knowledge as a living, continuously developing asset—through learning, reflection, and active management are far more likely to achieve sustained improvement and outperform those that don't (Nonaka and Takeuchi, 1995; Alavi and Leidner, 2001; Renzl, 2008).

2.2 Conceptual Framework

2.2.1 Supply Chain Management

Supply chain management is really the big-picture orchestration of everything it takes to get a product from raw materials to the end customer's hands. It covers planning and handling sourcing and procurement (finding and buying what you need), the actual conversion of those inputs into finished goods (manufacturing or processing), and all the logistics that move materials, products, and information around—transportation, warehousing, inventory control, and delivery (Usoro *et al.*, 2023). But it goes beyond just moving things: the real power of SCM lies in the active coordination and collaboration among everyone in the chain; suppliers, intermediaries like distributors or agents, third-party logistics providers, and of course customers. At its best, supply chain management brings supply and demand into harmony, not just within one company but across the entire network of organizations involved (Reddy and Reddy, 2021). It acts as a kind of glue, linking major business functions marketing, sales, product design, finance, IT, and manufacturing into one smooth, high-performing system where processes flow together instead of working in silos (Birahanu and Aklilu, 2021).

In practical terms, SCM is about smartly managing four key flows; materials, money, people (or workforce effort), and information both inside the company and with all external partners, with two main goals: maximizing customer satisfaction and gaining a real competitive edge (Sukati *et al.*, 2021). For this study, supply chain management is understood as the deliberate, coordinated strategies and day-to-day activities a company uses to make its entire supply chain run efficiently and effectively from securing raw materials all the way through to delivering finished products that meet customer expectations. The focus is on optimizing how the organization works with suppliers, partners, and customers to boost overall performance. To make this concrete, the study treats supply chain management as a multi-dimensional concept built around four key practices: strategic supplier partnerships (building long-term, trust-based

relationships with key suppliers), customer relationship management (actively nurturing strong, responsive ties with buyers), level of information sharing (how openly and promptly relevant data is exchanged across the chain), and level of information quality (ensuring the shared information is accurate, reliable, and timely). Together, these practices form the backbone of how well a company like Mikap Nigeria Limited can streamline operations, reduce waste, respond to market needs, and ultimately perform better in a challenging agro-manufacturing environment.

i. Strategic Supplier Partnership

Strategic supplier partnership is all about moving beyond simple buyer-seller transactions and building genuine, long-term relationships with key suppliers (Birahanu and Aklilu, 2021). It's a deliberate strategy where both sides, the organization and its suppliers work together closely to tap into each other's strengths, whether that's technical know-how, production capacity, or market insight. The goal is to create steady, ongoing benefits that go far beyond one-off deals: things like lower costs over time, higher product quality, faster innovation, or more reliable delivery. These partnerships thrive on direct, open communication, joint planning, and shared problem-solving, so both parties feel invested in the same outcomes (Sukati *et al.*, 2021). Rather than spreading effort thinly across dozens of suppliers, organizations focus on developing a smaller, carefully selected network of trusted partners. They invest time and resources in helping those suppliers improve through training, technical support, performance reviews, or collaborative projects because everyone wins when the supply chain performs better (Aboneh, 2017). When suppliers and buyers align closely like this, they can cut out wasted time, reduce misunderstandings, streamline processes, and share responsibility for making the final product a success (Li *et al.*, 2019; Arredondo and Alfaro-Tanco, 2021). In tough industries like agro-manufacturing, where raw material quality and timely supply are make-or-break, these deep, committed relationships often become a real source of competitive strength.

ii. Customer Relationship Management

Customer relationship management (CRM), on the other hand, is the full set of practices an organization uses to listen to its customers, handle complaints effectively, nurture loyalty, and keep satisfaction high (Khaddam *et al.*, 2020). Within supply chain management, strong customer relationships aren't just a nice add-on they are often the most durable advantage a company can have, precisely because genuine trust and connection are so hard for competitors to copy. As markets shift toward mass customization and personalized experiences, the ability to truly understand and respond to individual customer needs has become essential for staying in business (Sajja, 2021). Good CRM is closely tied to successful supply chain

execution: when an organization maintains close, responsive relationships with its customers, it can better anticipate demand, adjust production or delivery quickly, and tailor offerings in ways that truly add value. This kind of closeness helps set the company apart from rivals, builds lasting loyalty, and extends the overall worth customers feel they're getting whether through consistent quality, reliable service, faster response times, or solutions that fit their specific needs (Li *et al.*, 2019). In short, while supplier partnerships strengthen the "upstream" side of the supply chain, customer relationship management anchors the "downstream" side, ensuring the whole system is aligned around delivering real satisfaction and value to the end user.

iii. Level of Information Sharing

Information sharing is the lifeblood of a healthy supply chain is about how well and how openly companies can pass along important knowledge and data to their partners in ways that are both effective and efficient (Nawaz, 2019). In a real-world supply chain network, this doesn't just mean chatting with your immediate supplier or customer; it stretches across the entire web of partners, from raw material providers all the way to end retailers. The information itself can range widely: strategic details like long-term production plans or market expansion ideas, tactical updates like inventory levels or delivery schedules, logistics specifics such as shipment tracking, or broader insights into customer trends and general market conditions. When this kind of information flows freely and reliably, it enables smoother, more productive collaboration among everyone involved, helping the whole chain run more efficiently and respond faster to changes (Kadiane *et al.*, 2023). The level of information sharing (essentially the quantity and depth) comes down to how much critical and even sensitive (proprietary) information a company is actually willing to open up and share with its partners (Li *et al.*, 2019). When done thoughtfully, sharing real-time, undistorted data across the chain turns information itself into a powerful source of competitive advantage, allowing everyone to make better decisions and avoid costly missteps (Kyeremeh and Dza, 2018; Nti, 2022). Researchers often stress that the hallmark of a truly seamless supply chain is having accurate, up-to-date marketing and operational data accessible at every point in the network because when partners can trust and act on the same clear picture, the entire system becomes more agile and competitive.

iv. Level of Information Quality

Just as important as sharing information is making sure the information being shared is actually good—level of information quality focuses on how accurate, timely, complete, and believable the data really is (Mutangana, 2019). Sharing a lot of information doesn't automatically help if what's being passed along is wrong, outdated, incomplete, or hard to trust. In fact, poor-quality information moving through the supply chain can create serious problems think of the classic

“bullwhip effect,” where small inaccuracies at one end amplify into big distortions further down, leading to overstocking, stockouts, wasted resources, and frustrated customers (Memia, 2018; Ambreen and Siddiqui, 2018). Things get even trickier when partners have different priorities, act opportunistically, or hold back key details because of information gaps or mistrust. That’s why top-performing organizations treat shared information as a strategic asset: they work hard to minimize delays, reduce distortion, and build systems that ensure the data flowing between partners is accurate, arrives when it’s needed, is sufficient for decision-making, and can be relied upon (Sajja, 2021). In short, while the quantity of information sharing sets the foundation, the quality of that information determines whether the supply chain actually delivers real value; fewer surprises, better coordination, lower costs, and stronger performance overall.

2.2.2 Organizational Performance

Organizational performance is widely defined as the ability of an organization to achieve its strategic and financial objectives (Tzokas *et al.*, 2015; Hashmi *et al.*, 2020a; Hashmi *et al.*, 2020b). It reflects the extent to which an organization progresses toward its goals through a systematic comparison of actual outcomes with predetermined targets (Otley, 1999). Venkatraman and Ramanujam (2016) categorize organizational performance into three primary dimensions: financial performance, operational performance, and organizational effectiveness. Similarly, organizational performance has been described as an index for assessing the level of achievement attained by an organization (Holton, 2012; Ho, 2018). Kaplan and Norton (2020) emphasize that performance depends largely on an organization’s capacity to deploy its resources strategically in order to secure its future sustainability. In the same vein, Ruey Gwo and Chieh Ling (2017) define organizational performance as the outcomes generated from the collective activities of members within the organization. Based on these perspectives, this study conceptualizes organizational performance as Mikap Nigeria Limited’s deliberate effort to strengthen its learning and growth capacity as a foundation for sustained effectiveness and competitiveness.

Scholars have proposed various approaches to measuring organizational performance, incorporating both financial and nonfinancial indicators (Schiuma *et al.*, 2008; Green & Hou, 2016). However, this study adopts the learning and growth perspective as the most appropriate framework for assessing performance. The learning and growth dimension is particularly relevant for evaluating the impact of supply chain management on Mikap Nigeria Limited because it emphasizes workforce capability, technological advancement, innovation, and continuous improvement, which are essential drivers of supply chain efficiency. Unlike the financial, customer, or internal process perspectives, which primarily measure performance outcomes, the

learning and growth perspective focuses on the foundational enablers of long-term success. In the context of supply chain management, strengthening employee competencies, enhancing information systems, and fostering innovation enable organizations to manage complexity, improve operational processes, and respond effectively to changing market conditions (Kaplan & Norton, 2020; Deegan & Unerman, 2021). A strategic emphasis on learning and growth therefore enhances human capital development and organizational capability, supporting sustainable operational excellence and long-term competitiveness (Bontis *et al.*, 2020).

2.3 Review of Related Empirical Studies

Suresh and colleagues (2023) carried out a practical study in Tamil Nadu, India, to see how certain supply chain management practices actually influence the performance of manufacturing companies. They zeroed in on two key elements: strategic supplier partnerships and customer relationships. The researchers chose a survey approach, putting together a clear, structured questionnaire and distributing it (via Google Forms) to executives working in industrial firms. They collected responses from a sample of 250 participants, selected through convenience random sampling, and included companies from both manufacturing and service sectors to get a broader picture. When they analyzed the data, the results were straightforward: both strategic supplier partnerships and strong customer relationships showed a clear, positive impact on organizational performance. In other words, when manufacturers built solid, long-term ties with their suppliers and invested real effort in understanding and serving their customers well, the overall performance of those companies improved noticeably.

In a similar spirit, Ikegbunam and Onuoha (2023) explored how supply chain strategies shape outcomes for manufacturing firms in Port Harcourt, Nigeria. They looked specifically at three practices: customer relationship management, strategic supplier relationships, and the quality of information being shared across the chain. The study drew from a population of 120 respondents working in various manufacturing companies and used a cross-sectional research design to capture a snapshot of current realities. Data were gathered through questionnaires and then analyzed using both descriptive statistics (to summarize patterns) and inferential techniques (including regression) in SPSS. The regression results told a compelling story: each of the three practices—maintaining strong customer relationships, forging effective strategic ties with suppliers, and ensuring that shared information is accurate, timely, and reliable—had a significant positive effect on organizational growth and overall performance. Taken together, these findings reinforce the idea that thoughtful supply chain practices aren’t just operational details; they’re powerful drivers of better business results, whether in India’s industrial heartland or Nigeria’s manufacturing hubs.

Hassan (2023) carried out a focused study on how supply chain management practices actually influence the performance of textile firms in Karachi, Pakistan. The researcher chose a classic survey design and used simple random sampling to select a solid sample of 240 respondents from the industry. To figure out which practices really made a difference, the data were analyzed with multiple linear regression, a method that lets you see how several factors together affect the outcome. The results revealed that quality of information sharing has significant effect while customer relationship management and postponement strategies (delaying final customization until customer orders are confirmed) did not show a meaningful impact in this particular context.

In a closer-to-home setting, Igashi *et al.* (2023) explored the same broad question but focused on small and medium-sized manufacturing enterprises (SMEs) in Kaduna State, Nigeria. They went with a survey research design and took a purely quantitative approach to capture clear patterns. The total population was 539 manufacturing SMEs in the state, and the researchers initially calculated a sample size of 223. To reduce the risk of sampling error and increase confidence in the findings, they boosted the sample by 30%, bringing it to 289 respondents. Data came from self-administered, structured questionnaires filled out by people directly involved in these businesses. The analysis was done using Partial Least Squares Structural Equation Modeling (PLS-SEM) in version 3, a robust technique especially well-suited for smaller samples and complex relationships. The findings were encouraging: three key dimensions of supply chain management practices level of information sharing, customer relationship management, and strategic supplier partnership all showed significant positive effects on the performance of these SMEs. In other words, when Kaduna's small manufacturers shared good-quality information openly with partners, built strong and responsive ties with customers, and developed solid, long-term relationships with suppliers, their overall business performance improved noticeably.

Alahmad (2021) conducted a detailed investigation into how supply chain management (SCM) methods actually influence supply chain performance within Saudi Arabian industry. The study gathered insights from 196 companies across the Kingdom, focusing on responses from supply chain managers and senior executives. A survey design was used as the main framework, with structured interviews with supply chain managers serving as the primary source of firsthand data. To test the proposed relationships, the researcher applied multiple regression analysis. The findings were quite clear and encouraging: several core SCM practices; supply chain planning, open information exchange, effective customer relationship management, and strong supplier relationship management were all shown to significantly improve overall supply chain performance. Beyond that, the study also demonstrated a meaningful

link between better supply chain performance and stronger financial results for the companies involved. In other words, when Saudi firms invested in these practical SCM approaches, they didn't just run smoother operations they also saw real gains on the bottom line.

In a more localized context, Birahanu and Aklilu (2021) explored how supply chain management practices affect organizational performance at Shemu Soap and Detergent Factory P.L.C., a manufacturing company based in Dawa, Ethiopia. They adopted a descriptive survey design and collected data directly from 80 employees using closed-ended questionnaires. The analysis combined straightforward descriptive statistics with correlation analysis and ordinal logistic regression to uncover patterns and test relationships. The results painted a consistent picture: key supply chain management practices including strategic supplier partnerships, customer relationship management, the level of information sharing, the quality of that shared information, and internal lean practices were all significantly and positively related to organizational performance. In simple terms, when the factory put real effort into building solid ties with suppliers and customers, sharing reliable and timely information, and streamlining internal operations through lean principles, the company as a whole performed noticeably better. These two studies, one from Saudi Arabia's broader industrial landscape and one from a single Ethiopian manufacturing firm reinforce the same practical message: thoughtful, well-implemented supply chain practices consistently deliver stronger performance outcomes, whether measured in operational efficiency, overall company results, or financial success.

3.0 METHODOLOGY

3.1 Research Design

This study adopted the cross-sectional survey design adopted. The cross-sectional survey design was adopted because the researcher intended to collect data at a single point in time, focusing on capturing the current state of variables being studied. It is appropriate for this study because it is used to understand the relationships between variables at a specific moment and this study aims to examine the current effect of supply chain management dimensions on the performance of the organization and it is compatible with statistical techniques such as multiple regression analysis which is the adopted tool for hypotheses testing.

3.2 Population, Sample and Sampling Technique

The target population of the study is made up of 28 staff of Mikap Nigeria Limited, Makurdi according to statistics collected from the company. The population includes management staff and the staff of procurement, finance department and other relevant units of the company such as Marketing, Transport, Quality control and Store. Census sampling technique was adopted and the entire population was used as the sample size because

the population was manageable. Therefore, the sample size for the study was 28 respondents.

3.3 Instrument for Data Collection

The major instrument for collecting primary data for this study was the structured questionnaire. The instrument was divided into two parts. The first part elucidate data on respondents' socio-demographic characteristics of respondents while the second part dwells on effect of supply chain management practices on the performance of Mikap Nigeria Limited. The structured questionnaire was chosen for easy management of data within a short time frame.

3.4 Validity and Reliability of the Instrument

A pre-test was carried out on 1/3 of the sample size (0.333 x 28 = 9) to ensure validity of the instruments. The construct validity of each variable was done to measure Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA). This was done to ensure consistency in the measurement of items. The result of the Bartlett's test of Sphericity at 1% level of significance showed that the items were highly significant (p<0.001). The results of KMO and Bartlett's Test was .769 with Approx. Chi-square= 825.141 and sig = .000 which are statistical evidence related to the suitability of the data for factor analysis.

The outcome of the pilot study also showed the result of the reliability of the instrument established using Cronbach alpha method. This method is appropriate since it involved a single administration of the instrument therefore it yielded internal consistency. The result of the reliability test on the instrument revealed that the Cronbach alpha values for all the five constructs ranged from 0.786 to 0.837 which means all the constructs were consistent and reliable, an indication all the items used in supply chain management and organisational performance were adequate hence reliable for this study.

3.5 Data Analysis Technique

The data collected were analyzed with the use of both descriptive and inferential statistical methods. Descriptive statistics analysis was used for data presentation and analysis of demographic information and research questions while inferential statistical technique (regression analysis) was used to evaluate the effect of the independent variables on the dependent

variable. The t-statistics and p-values were used for test of hypotheses. The choice of multiple regression was informed by its ability to analyze the relationships between two or more independent variables with the dependent variable. Data analysis was carried out with the aid of the Statistical Package for Social Sciences (SPSS) version 25.0 software. If the calculated p-value is greater than 0.05 and the t- value is less than 1.96, we accept the null hypothesis, that is, we accept that the estimate b_i is not statistically significant at the 5 % (0.05) level of significance. If otherwise, we reject the null hypothesis, in other words, we accept that the estimate b_i is statistically significant at the 5 % (0.05) level of significance.

The study is centered on two variables; organizational performance (OPEF) which is the dependent variable and supply chain management (SCM) which is the independent variable. The independent variable is measured based on the dimensions of supply chain management which include strategic supplier partnership (SSP), customer relationship (CR), level of information sharing (LIS) and level of information quality (LIQ). In this study organisational performance (OPEF) is regarded as a function of supply chain management (SCM). The implicit form of the model is specified as follows:

$$OPEF = f(SCM) \quad (1)$$

$$OPEF = f(SSP, CR, LIS, LIQ) \quad (2)$$

Thus, the explicit form of the model for this study will be as follows:

$$OPEF = \alpha + \beta_1 SSP + \beta_2 CR + \beta_3 LIS + \beta_4 LIQ + \epsilon \quad (3)$$

Where;

OPEF= Organisational Performance

SCM = Supply Chain Management

SSP = Strategic supplier partnership

CR=Customer Relationship

LIS = Level of Information sharing

LIQ = level of Information quality

α = Intercept of the Model (constant)

$\beta_1, \beta_2, \beta_3, \beta_4$ = Parameters

4.0 RESULTS AND DISCUSSIONS

4.1 Regression Analysis

The model used to test the hypotheses designed for this study, explores the influence of fiscal federalism on development of local government areas in Benue State.

Table 1: Effect of Supply Chain Management on Organizational Performance

Model		Standardized coefficients (β)	t	P-Value
1	(Constant)		8.735	.000
	Strategic supplier partnership	.346	2.449	.023
	Customer relationship	.580	3.531	.002
	Level of information sharing	.288	2.191	.047
	Level of information quality	.341	2.290	.032
	R	.876 ^a		

Model	Standardized coefficients (β)	t	P-Value
R ²	.768		
R ² Adjusted	.725		
Standard error	.73705		
Sig. F Change	0.000		

a. Dependent Variable: Organisational performance

Source: Author's Computations using SPSS 2025.

The model in Table 1 above provides key statistics that help to evaluate the relationship between the dependent and independent variables. The model summary reveals a strong positive correlation between the independent variables and organizational performance, as evidenced by the R value of 0.876. This indicates that the predictors collectively have a strong relationship with the dependent variable. The R Square value of 0.768 shows that the strength of the relationship between the dependent variable and the independent variable is 76.8% of the variation in organizational performance is explained by the independent variables, whereas the remaining 23.2 % is attributed to the error term. Adjusted R Square, at 0.725, slightly adjusts for the inclusion of multiple variables, reinforcing the robustness of the model. The standard error of the estimate, at 0.73705, suggests a reasonably low deviation between observed and predicted values, indicating that the model fits the data well. These findings imply that the selected predictors are effective in explaining changes in the organizational performance of Mikap Nigeria Limited, emphasizing their relevance to the company's strategic goals.

The regression coefficients in Table 1 were used to assess each variable's individual contribution to organizational performance is revealed. Customer relationships exert the strongest influence on organizational performance, with a standardized coefficient of 0.580. This implies that for every unit increase in customer relationship quality, organizational performance improves by 0.580 units, holding other variables constant. The significance level of 0.002, combined with a t-value of 3.531, underscores its high statistical significance. This finding suggests that cultivating strong customer relationships is critical for enhancing performance, as it fosters loyalty, trust, and effective communication with clients, leading to sustained positive performance.

Strategic supplier partnerships emerge as the second most influential variable, with a standardized coefficient of 0.346. This indicates that a unit increase in supplier partnerships results in a 0.346-unit increase in organizational performance. With a t-value of 2.449 and a significance level of 0.023, this variable is statistically significant. This result highlights the importance of building long-term, mutually beneficial relationships with suppliers, as such partnerships enhance operational efficiency, reduce supply chain disruptions, and create a competitive advantage for the organization.

Quality of information sharing also plays a significant role, with a standardized coefficient of 0.341. This means that improving the quality of information sharing by one unit leads to a 0.341-unit increase in organizational performance. The t-value of 2.290 and a significance level of 0.032 confirm its statistical significance. The implication is that high-quality information characterized by accuracy, relevance, and timeliness enhances decision-making processes, streamlines operations, and improves organizational outcomes. This underscores the necessity of investing in systems and practices that ensure the integrity and reliability of shared information within the organization.

The level of information sharing is the least influential variable among the predictors, with a standardized coefficient of 0.288. A unit increase in this variable result in a 0.288 unit improvement in organizational performance. Although its t-value of 2.191 is lower than those of the other variables, it remains statistically significant at a significance level of 0.047. This suggests that while the level of information sharing is important, its effect is comparatively less pronounced. Nonetheless, it implies that fostering a culture of openness and collaboration through regular and comprehensive information sharing can positively impact organizational performance by promoting better coordination and reducing inefficiencies.

4.2 Test of Hypotheses and Discussion of Findings

H0: Strategic supplier partnership has no significant effect on the performance of Mikap Nigeria Limited

The analysis revealed that strategic supplier partnership has a t-value of 2.449 and a p-value of 0.023. The p-value of 0.023 is less than the conventional significance level of 0.05 and t-value of 2.449 indicate which is an indication that the effect of strategic supplier partnerships on organizational performance is statistically significant hence we reject the null hypothesis. This suggests that as Mikap Nigeria Limited strengthens its strategic partnerships with suppliers, its performance improves. This result emphasizes the critical role of collaboration between firms and their suppliers, a key driver of success in modern supply chains. Specifically, the positive beta coefficient of 0.346 shows that an increase in strategic supplier partnerships is associated with an increase in organizational performance. This aligns with the Resource-Based View (RBV) theory, which posits that firms can achieve competitive advantage by leveraging strategic resources such as strong supplier relationships. The significant

result also aligns with a priori expectations, as effective supplier partnerships typically lead to better procurement efficiency and cost management. The likely of this result could be that the strong supplier partnerships at Mikap Nigeria Limited may be attributed to long-term contracts, trust, and shared goals, which enhance supply chain stability.

The implication of this result is that strategic supplier partnerships play a significant role in driving organizational performance at Mikap Nigeria Limited. Therefore, the company should focus on strengthening relationships with key suppliers to enhance overall performance. The positive influence of strategic supplier partnerships aligns with the findings of several studies. For instance, Birahanu and Aklilu (2021) revealed that strategic supplier partnership and organizational performance are significantly related. Similarly, Alahmad (2021) found that SCM methods, such as supplier relationship management, improve supply organizational performance. Moreover, this findings is in agreement with Suresh *et al* (2023) who found that strategic supplier partnership and customer relationship have impact on the organizational performance of manufacturing enterprise

H02: Customer relationship has no significant effect on the performance of Mikap Nigeria Limited

The regression analysis also found that customer relationships have a t-value of 3.531 and a p-value of 0.002. Since the p-value (0.002) is much smaller than 0.05, and t-value of 3.531 is greater than 1.96 we reject the null hypothesis. This highlights that maintaining positive relationships with customers has a strong positive effect on a company's success. The positive beta coefficient of 0.580 indicates that strong customer relationships lead to better organizational performance. The Knowledge-Based View (KBV) supports this finding, as customer insights and feedback contribute to organizational learning and competitive advantage. Companies with strong CRM strategies tend to have higher customer retention and loyalty, which drive financial performance. The significant effect could stem from Mikap Nigeria Limited's efforts in maintaining personalized communication, loyalty programs, and after-sales services. This suggests that Mikap Nigeria Limited can enhance its organizational performance by prioritizing and improving customer relationship management. The implication here is that the company should invest in customer engagement strategies to drive sustained performance improvements. The findings are consistent with existing literature on customer relationship management (CRM), which underscores the importance of customer loyalty and satisfaction in driving performance. Similarly, the finding corroborates that of Ikegbunam and Onuoha (2023) who found that customer relationship has significant influence on growth and improved organizational performance.

H03: Level of information sharing has no significant effect on the performance of Mikap Nigeria Limited

The analysis revealed that the level of information sharing has a t-value of 2.191 and a p-value of 0.047. Since the p-value (0.002) is much smaller than 0.05, and with a t-value of 3.531, we reject the null hypothesis and conclude that the effect of customer relationships on performance is statistically significant. Although this is statistically significant, it suggests a more moderate effect compared to the other variables. The positive beta coefficient of 0.288 shows that an increase in the level of information sharing contributes to better performance. The results partially align with the RBV and KBV, as knowledge-sharing mechanisms contribute to improved supply chain coordination. However, information sharing alone may not directly enhance performance unless it is timely, relevant, and accurate. The moderate effect might be due to inconsistent data management practices or delays in internal communication. This implies that Mikap Nigeria Limited should foster a culture of sharing relevant information across its departments to improve operational efficiency and enhance performance. This finding is supported by Igashi *et al.* (2023) who found that level of information sharing has significant positive effect on SMEs Performance in Kaduna State.

H04: Level of information quality has no significant effect on the performance of Mikap Nigeria Limited

Quality of information sharing was found to have a t-value of 2.290 and a p-value of 0.032. Since the p-value (0.032) is less than the 0.05 level, we reject the null hypothesis. The t-value of 2.290 shows that the quality of information sharing has a significant and positive effect on organizational performance. This indicates that not only the quantity, but also the quality of information shared within an organization, is crucial for enhancing performance. The positive beta coefficient of 0.341 indicates that better quality information sharing leads to enhanced performance outcomes. This finding highlights the importance of not just the quantity, but also the quality of information shared within the organization. Mikap Nigeria Limited should focus on improving the quality of information flow to ensure that decision-making and operations are informed by accurate and relevant data. This aligns with findings from past research, such as that of by Hassan (2023) who found a significant relationship between the quality of information sharing and organizational performance in textile firms in Karachi, Pakistan.

5.0 CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

The results of this study provide clear evidence that all four key factors (strategic supplier partnerships, customer relationships, level of information sharing, and quality of information sharing) positively influenced organizational performance in Mikap Nigeria Limited, Makurdi. Among these, customer relationships and strategic supplier partnerships exhibited the strongest

effects, highlighting the critical importance of fostering strong, collaborative relationships with both suppliers and customers. Information sharing, while still significant, showed a relatively moderate impact compared to the other variables, emphasizing the need for organizations to focus on both the quantity and quality of the information exchanged within their operations. The study therefore, concludes that supply chain management has significant positive effect on the performance of Mikap Nigeria Limited.

5.2 Recommendations

- i. Mikap Nigeria Limited should prioritize the development and strengthening of its relationships with suppliers, fostering collaboration and ensuring mutual benefit. This can be achieved by engaging in joint ventures and long-term contracts that promote supply chain integration and innovation to enhance efficiency and communication.
- ii. The company should invest in customer relationship management practices that focus on building loyalty, improving customer satisfaction, and enhancing communication. This could include personalized services, regular feedback mechanisms, and targeted marketing strategies to enhance product/service development and market expansion.
- iii. Mikap Nigeria Limited should focus on both increasing the level and improving the quality of information sharing within the organization and with external stakeholders. Ensuring that information is accurate, timely, and relevant will enhance decision-making and performance outcomes.
- iv. In addition to sharing more information, the company must prioritize the quality of information shared, ensuring that it is clear, comprehensive, and actionable. This can be done by implementing advanced data management systems and ensuring that staff are trained to handle information appropriately.

5.3 Suggestions for Further Studies

Future research could expand the sample size to include a more diverse range of organizations, both within Nigeria and internationally, to allow for broader generalizations of the findings. It would also be useful to explore how different types of industries or market conditions may affect the relationships between strategic partnerships, customer relationships, information sharing, and organizational performance. Additionally, longitudinal studies could be conducted to examine the long-term effects of these factors on performance over time. Finally, future studies could consider the role of other variables such as organizational culture, leadership styles, or technological adoption in influencing organizational performance.

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