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SUPPLY CHAIN MANAGEMENT AND ORGANIZATIONAL EFFECTIVENESS ON BUSINESS ORGANIZATIONS IN ABIA STATE, NIGERIA

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ABSTRACT

This study critically examined the relationship between supply chain management and organizational effectiveness: A study of manufacturing companies in Abia State. Descriptive survey approach was adopted and analyzed using frequency distribution table, Regressions and correlations. Having analyzed the distributed 205 questionnaires to staff of selected manufacturing companies in Abia State. The findings indicated that; Strategic supplier partnership has significant impact on profitability of business organizations in Abia state, Customer relationship management has significant impact on customer retention of business organizations in Abia state, and Information sharing has significant impact on the survival of business organizations in Abia state.in conclusion, the impact of strategic supplier partnership on profitability, customer relationship management on customer retention and information sharing on survival for business organizations are positive and significant. Strategic supplier partnership, customer relationship management and information sharing contribute favorably to the development and effectiveness of the business and increased organizational effectiveness. The study recommends that; Firstly, business organizations should identify and maintain closer relationship with the key entities they transact businesses with, especially the suppliers of raw materials and customers by establishing a new vice president or manager in charge of supply chain. These managers should maintain good strategic supplier partnership and co-ordinate the activities of the focal organization with other organizations to establish a cross-functional team for their products. They should also create a platform for virtual interaction of all the managers and other stakeholders of the supply chain managed by the supply chain manager from each organization. Finally, business organizations should consider adopting customer relationship management fully as the potential benefits to be realized are enormous compared to the initial and operational cost of implementing the practice.

Keywords:Organization, Management. Productivity,Profitability and Efficiency.

INTRODUCTION

1.1 Background to the Study

The concept of Supply chain Management is the management of a network of all the entities and actions involved in delivering a product from the suppliers of raw materials through to the customers. Also it includes the locating of raw supplies and parts, manufacturing and assemblage, warehousing and account tracking, order entry and management, distribution across all channels, delivering to the customers and the information system needed to screen all these undertakings (Adrian, Ketikedis and Choudhary, 2012). At the most fundamental level, supply chain management (SCM) is management of the flow of goods, data, and finances related to a product or service, from the procurement of raw materials to the delivery of the product at its final destination. Supply chains encompass the companies and the business activities needed to design, make, deliver, and use a product or service. Businesses depend on their supply chains to provide them with what they need to survive and thrive. Every business fits into one or more supply chains and has a role to play in each of them. The pace of change and the uncertainty about how markets will evolve has made it increasingly important for companies to be aware of the supply chains they participate in and to understand the roles that they play

Traditionally, supply chain under logistics was perceived as the movement of materials and goods, an excellent support function that helps organizations apply their strategies, but over time, the role became more strategic, that is, supply chain management became a means to improve key outcomes that drive firm performance with the focus of fulfilling customers` requirements and satisfaction (Burgess, Singh, and Koroglu, 2016). Supply chain management is about mutual trust, commitment and desire of two or more firms coming together to achieve a goal (Lalonde and Masters, 2014). In choosing the membership of the supply chain, not all entities in the chain are considered, because they may be too complex to manage. Only the entities that have strategic effect and add value to the products and performance are chosen, starting from the suppliers of raw materials to the ultimate consumer (Cardilhon, Fearno, Tam, Moustler, and Poole, 2015). These entities are called the primary members while others that assist are called the supporting members' (Lambert *et. al.,* 2020).

An efficient supply chain management approach is crucial for a firm's products and services to compete.

1.2 Statement of the Problem

The global business environment is so turbulent that products` life cycle shrinks easily and new ones are introduced. This makes flexibility and responsiveness to customers` demand inevitable. Manufacturers keep trying different business strategies to remain competitive. Supply chain has proven popular in management and logistics since its introduction (Baharanchi, 2019). Supply chain management interests academics, consultants, and business managers. Several companies think supply chain management drives competitive advantage. Despite increased attention, supply chain management literature offers little assistance (Cigolini, Cozzi&Perona, 2014). Much of the current theoretical/empirical research in supply chain management focuses on the downstream or upstream supply chain or certain supply chain management characteristics (For instance, Clark & Lee, 2010; Tan, 2012). These studies examine various supply chain management practices.

Obviously, the supply chain management literature reports a number of studies on the benefits that a firm derives from linking performance with suppliers and customers. Despite the importance of supply chain management to performance, manufacturing firms in Abia state have continued to experience customer satisfaction decline, increase cost of operation as well as distributive cost. More so, many of the firms lack the capability to determine the cost of moving products to market and where potential savings may exist. There is dearth of empirical study on the role inventory cost control, distribution cost control and information sharing cost control performance on cost reductions in the operations of tissue paper manufacturing firms makes it imperative to investigate the impacts of supply chain management on cost minimization's of selected tissue manufacturing firms in Abia state. Therefore, the objectives of this study are, to assess the effect of supply chain management and organizational effectiveness on business organizations in Abia state

1.3 Objectives of the Study

The general objective of this study is to determine the relationship between supply chain management and organizational effectiveness: A study of manufacturing companies in Abia state. Other specific objectives are to;

i. determine the effect of strategic supplier partnership on profitability of business organizations in Abia state.

ii. ascertain the effect of customer relationship management on customer retention of business organizations in Abia state.

iii. examine the effect of information sharing on survival of business organizations in Abia state.

1.4 Research Questions

The following questions will be answered in the course of this study;

i. What is the effect of strategic supplier partnership on profitability of business organizations in Abia state?

ii. What is the effect of customer relationship management on customer retention of business organizations in Abia state?

iii. What is the effect of information sharing on survival of business organizations in Abia state?

1.5 Research Hypotheses

This study have the following hypotheses stated in their null forms as follows;

$H0_1$: Strategic supplier partnership has no impact on profitability of business organizations in Abia state.

$H0_2$: Customer relationship management has no impact on customer retention of business organizations in Abia state.

$H0_3$: Information sharing has no impact on the survival of business organizations in Abia state.

REVIEW OF RELATED LITERATURES

2.1 Conceptual Framework

2.1.1 Concept of Supply Chain

A supply chain may be defined as an integrated process wherein a number of various business entities (suppliers, manufacturers, distributors, and retailers) work together in an effort to: acquire raw materials, convert these raw materials into specified final products, and deliver these final products to retailers (Beamon, 1998). It is an integrated manufacturing process wherein raw materials are converted into final products, then delivered to customers. At its highest level, a supply chain is comprised of two basic, integrated processes: the production planning and inventory control process, and the distribution and logistics process (Beamon, 1998). Supply chain management (SCM) could also be seen as the combination of art and science that goes into

improving the way firms find the raw components it needs to make a product or service and deliver it to customers ("Supply Chain, Five Main Components," 2017). Christopher (1997), notes that logistics management can provide some steps to increase productivity and efficiency, which would have as a direct consequence the reduction of the unitary costs, reflected in the general performance of the firm. Shapiro (2001) writes that the traditional objective of SCM is to minimize the total supply chain cost to meet fixed and given demand. This total cost may include the following: raw material and other acquisition costs, inbound transportation cost, facility investment costs, direct and indirect manufacturing cost, direct and indirect distribution cost, inventory holding cost, interfaculty transportation cost and outbound transportation cost.

2.1.2 Supply Chain Management

A product's entire delivery process, everything from acquiring components and raw materials to manufacturing and assembly, as well as warehousing, inventory monitoring, distribution through a variety of channels, customer delivery, order entry, order management, and the information systems needed to observing these processes (Lummus & Vokurka, 2008). Karabiyik (2009) defines supply chain management as the coordination of operations that start with the purchase of raw materials, continue through their transformation into semi-finished or finished commodities, and culminate with the delivery of those goods to their final users.

The goal is to build a chain that provides the customer with the highest value while also substantially decreasing waste. The goal of supply chain management is, of course, to represent the network of companies that make up the supply chain through upstream and downstream connections to the numerous processes and activities that result in value in the form of goods and services in the hands of the final consumer. A supply chain is a grouping of three or more entities (organizations or people) actively engaged in the upstream and downstream flows of goods, services, money, and/or information from a source to a client, according to Mentzer et al. (2001). To boost consumer value and secure a long-term competitive advantage, supply chain management vigorously regulates these behaviors. By maximizing supply chains using the best and most efficient techniques, this is accomplished. To be successful, businesses must carefully manage their operations by organizing, scheduling, and controlling supply chain activities (Bozarth & Handfield, 2016).

Blanchard (2021) notes that supply chains exist where two or more organizations are connected in the value creation process. These partners may be departments, divisions or groups in an

organizational setting. Chen and Paulraj (2004) define supply chain as a set of connections of resources, information, and services conversion networks with the features of supply, shipment, and order. Supply chain management is an integrative approach concerned with the movement of unprocessed resources into a firm, an aspect of processing into processed goods as well as the transportation of the processed goods to the direct users.

Supply chain is an organized system of firms, individuals, processes, information, technology as well as resources, and concerned with the transportation of products from suppliers to customers (Njoku & Kalu, 2015). Palmer (2012) see supply chain management as the organization of raw resources and information resources in an organization to facilitate provision of services that drive customer satisfaction at all levels (Njoku & Kalu, 2015). Put differently, supply chain management is the incorporation of important organizational processes from primary suppliers to the final consumers, and the creation of added-value at each stage of the value chain (Nyangweso, 2013; Sillanpaa, 2010). The overall goal is stabilization of cost and efficient and effective utilization of resources to facilitate organization's profitability. Croom et al. (2000) state that supply chain management is related to strategic management, associations and partnerships, logistics, best practices, marketing and organizational behaviour. This multi-disciplinary aspect of supply chain management makes it an allembracing subject area and causing its important literature to be disjointed (Mentzer et al., 2001).

According to Seuring and Müller (2008), the coordination of corporate collaboration along the supply chain, the control of material, information, and capital flows, and the acceptance of goals from each of the three aspects of sustainable development are all components of sustainable supply chain management. Financial and environmental goals are frequently congruent in companies that place a high priority on sustainable supply chain management. As a result, every aspect of the company, the supply chain, and the partnerships embrace sustainability. By doing this, the entire supply chain is protected from commodity traps and both the focal company's and its suppliers' financial worth is increased. The majority of firms have outsourced and extended many production and supply chain activities as a result of their increased complexity and heavy reliance on overseas suppliers, making them particularly vulnerable to supply chain disruptions (Bozarth & Handfield, 2016).

2.1.3 Determinants of Supply Chain

The supply chain's components varies, the forecasting approach is one of the key contributors to the bullwhip effect in the supply chain, according to Lee et al. (1997). Because it is challenging to accurately estimate demand, participants in a supply chain must forecast the demand's future state. Order variance will rise as a result of this uncertainty, and the order quantity may alter. The supply chain performance KPIs for inventory cost, backorder cost, missed sales cost, and customer goodwill are significantly impacted by forecast accuracy. An incorrect forecast indications to a factory's capability being underutilized. One of the most popular forecasting techniques is moving average, while another is simple exponential smoothing. The plain exponential smoothing method has the benefit of being easy to employ in computer systems because it needs less data storage (Disney & Towill, 2003). But when utilizing the fundamental exponential method, order variance increases more than when using the moving average forecast method.

Two factors for replenishment, the lead time and review period, can also affect how well the supply chain functions. The time between receiving an order and having the items delivered is referred to as lead time. It is made up of the lead times for both orders and deliveries. One of the elements causing the bullwhip effect is the protracted lead time (George & Madhusudanan, 2019). In a serial four-stage SC with participants that followed a lead-time-sensitive buying strategy without safety stock and which was conducted in a lost sales environment, Heydari et al. (2009) investigated the impact of lead time variability in BWE. Inventory control, which also governs the supply chain, is a way to make sure that a firm has the precise products on hand in order to prevent stock outs, shrinkage, and to offer accurate accounting. Economic balance must be struck amid the costs incurred and the money saved by keeping the material on hand. There are two rudimentary decisions that must be made for each item that is stored in inventory. These options have to do with when and how much of an item are ordered. Thus, the choices of "when" and "how much" to order are a component of the inventory control system. The two distinct demand inventory systems are the periodic assessment system and the continuous evaluation method. In the periodic review system, a suitable quantity is ordered after routinely (during review periods) examining the inventory situation. As a result, frequent inventory reviews involve counting and recording goods at predetermined intervals.

2.1.4 Supply Chain Management Practices

SCM practices are defined as the set of activities undertaken by an organization to promote effective management of its supply chain (Koh et al., 2017); such as the approaches applied in

integration, managing and coordination of supply, demand and relationships in order to satisfy clients in an effective way (Wong et al., 2015); as tangible activities/technologies that have a relevant role in the collaboration of a focal firm with its suppliers and/or clients (Vaart and Donk, 2018); and as the approach to involve suppliers in decision making, encouraging information sharing and looking for new ways to integrate upstream activities. As a consequence, it involves developing customer contacts by customer feedback to integrate the downstream activities and delivering orders directly to customers (Chow et al., 2018).

2.1.4.1 Strategic Supplier Partnership

The choice of suppliers and how businesses are effectively integrated to obtaining proper complementary skills are important issues. Strategic sourcing consists of strategic outsourcing and supplier capability analysis. In addition, the construct strategic supplier partnership is an integral element to the second order construct of SCM (Li et al., 2006). The defining elements of strategic sourcing have been identified to be the status of supply management within the organizational hierarchy, internal coordination of supply management with other functions in a firm, active information sharing with suppliers, and comprehensive supplier development activities (Kocabasoglu and Suresh, 2016).

In the retail category management context, strategic sourcing has also been found to influence knowledge creation and sharing among suppliers and retailers (Dewsnap and Hart, 2014). Since suppliers and retailers have knowledge in different domains, the combination can create unique knowledge that can be applied to improve business knowledge. Better relationships between retailers and their suppliers also improve prospects of new product acceptance (Kaufman, 2002). Retailers take risks in placing untried products on the shelves. The risks take several forms. The retailer's reputation is at stake if the product does not perform well, and consumers may hold the retailer responsible for selling substandard products.

2.2 Theoretical Framework

2.2.1 Resource Based View Theory (Barney, 1991)

Resource based view theory connote using available input to getting the optimal best akin to competitive advantage. In the stance of Resource Based View (RBV) Theory, a firm's capability to establish and maintain a competitive advantage and enhance SC performance is influenced by the identification and ownership of internal strategic resources (Shalakha, 2015). A resource is deemed strategic if it satisfies assured requirements, including being valuable, non-replaceable, unique or rare, and imitable to improve the SC performance of the company (Barney, 2012). Given the shifting external events that an organization encounters in the cutthroat economic climate, resources must be effectively managed and utilized (Lippman & Rumelt, 2003). According to a resource-based perspective on a firm's ability to provide sustained competitive advantage, a competitive barrier eventually arises when resources are managed so that their outputs cannot be imitated by competitors (Mahoney & Pandian, 1992). A corporation develops a lasting competitive advantage, in accordance with the resource-centered paradigm, because of its special resources, which are valued, unusual, non-tradable, inimitable, and non-substitutable. According to the resource-based perspective, certain specific, predominant resources will result in superior supply chain performance and ultimately help create a competitive advantage. The duration of this advantage will depend on how easily competitors can imitate these resources. However, a company's current resources might not be adequate to fulfill future market demands due to the volatility of today's marketplaces.

To contend in the upcoming market, there is a lucid need to grow and adapt resources like human capital. By expressly defining capabilities as a distinctive kind of resource, explicitly an organizationally embedded non-transferable firm-specific resource whose primary function is to improve the efficiency of the other resources owned by the firm, Barney (2012) underlines the distinction between capabilities and resources. Researchers in management have a shared interest in the resource-centered paradigm, and there are several papers on the topic (Mahoney & Pandian 1992). Instead than attempting to explain why companies exist, the resource base of the firm is a theoretical phenomenon and nature of firms. It is predicated on the premise that resources are unevenly disseminated among enterprises and that this distribution is stable. The most well-known RBV proponent, building on earlier work, suggested that a firm's use of idiosyncratic, immovable resources is the source of long-term competitive advantage. In contrast, industrial organization economics looks at how a company responds to rivals from the outside while ignoring the "black box" of internal conflicting interests in the firm's resource project management. The RBV theory

incorporates a number of management techniques and strategies that were primarily developed to assist managers in demanding work conditions. The basic tenets of the theory acknowledge that resources like human capital are unevenly dispersed among businesses, that this distribution is persistent, and that these resources are not entirely transferable.

Thus, it is crucial to comprehend how a company uses "idiosyncratic, immobile resources" to manage its supply chain with the least amount of conflict. As a result, this theory highlights human capital efficacy as an essential resource in the adoption of supply chain management procedures by firms.

2.3 Empirical Reviews

Al-Madi, F., (2017), investigated the impact of supply chain management practices on supply chain performance in the Jordanian Industrial Sector. The research methodology involved the adoption of a survey as a research strategy and quantitative approach, utilized a self-administered questionnaire, to arrive at the major findings of study. The type of research is a single cross-sectional design in which the collection of data from the respondents was carried out only once. Data was analyzed using the statistical package for social sciences (SPSS). Finding revealed that there is an impact of supply chain management practices on supply chain performance in the Jordanian Industrial Sector. It also revealed that there is a high level of awareness among the respondent about the supply chain management concepts.

Ireoegbu, Ogbo and Kifordu, (2018), explore the effect of supply chain management on organizational performance focusing on Private manufacturing enterprises (PMEs) in South-East. The study used a questionnaire survey of the views of staff of selected companies on the subject matter with sample size of 553. The respondents interviewed as well as experts were approached face to face. Reliability of the research was tested using Crombach Alpha with a result of 0.91. Similarly, Pearson product moment correlation and Regression analysis was used to test the hypotheses. The main findings showed that training, technological know-how and security of investments enhance the development of innovative skills; also, opportunity identification positively promotes research and development significantly.

Njoku and Kalu, (2015), examined effective supply chain management: a strategic tool for profitability enhancement in the competitive marketing environment (An Empirical Evidence in

the Nigerian Food and Beverage Industry 2005-2013). The problem xrayed here stems from the huge cost burden and poor performance of industries in Nigeria which was made manifest by its low Profit After Tax and poor contribution of 6% to the Gross Domestic product (GDP) and also holding the fact that many firms have gone extinct from the marketing environment and only four companies (Honeywell flour mills Plc, Flour mills of Nigeria Plc, Northern Nigeria Flour Mill Plc and Lafarage Dangote Flour Mill Plc) control 50% of the entire flour mills market share among the 22 surviving firms. Data collected from Annual reports of various issues were analyzed using inferential statistics such as Pearson correlation model and simple regression analysis. The results of the findings showed firms after investing heavily in their supply chain component does not reflect significantly in their profitability.

METHODOLOGY

3.1 Research Design

The Survey design was adopted for this study, whereby the researcher uses primary data from questionnaire to gather data from the respondents.

3.2 Sources of Data

The sources of data were both primary and secondary. *Primary source:* This is a form of data that is raw and uncollected. It is the type of data generated from the respondents who are mainly staff of Dan Dollars Group Ltd, Elplastic Industries Ltd, Golder Guinea Plc and PZ Cussion Plc. Abia state. The instruments that was used in generateing the data are questionnaire and direct observations.

Secondary source: This was obtained from already existing facts, statistics, past studies and theories domicile in Journals, Magazines, Newspapers and internet that are relevant to the study.

3.3 Population of the Study

Orjih (1999) defines a population as a large number of people living in a given geographical location. The population of the study is four hundred and twenty (420) comprising the aggregation of the senior and junior staff and management of Dan Dollars Group Ltd, Elplastic Industries Ltd, Golder Guinea Plc and PZ Cussion Plc. Abia state.

Table 3.3.1 The Study Population

Dan Dollars Group Ltd.	62
Elplastic Industries Ltd.	43
Golder Guinea Plc.	114
PZ Cussion Plc.	201
Grand Total	**420**

Source: Field Survey, 2025

3.4 Sample Size Determination

A sample is a small group of elements or subjects drawn through a definite procedure from a specified population. The population is finite and Taro Yamane 1964 formula was used to determine the sample size.

$$n = \frac{N}{1 + Ne^2}$$

Where n: Sample size

N = Total population (420)

1 = Constant

e = Margin of tolerable error 5%(0.05).

$$\frac{420}{1+420\ (0.05)\ (0.05)}$$

$$= \frac{420}{2.05}$$

$$= 204.87 \text{ (i.e. 205 approximately)}$$

3.5 Sampling Technique

The study adopted stratified sampling, whereby each stratum were drawn from a representing unit and to make sure all the entire population are duly represented for an optimal outcome. Each

Parastatals represent the strata of the population, using Bowley's proportion technique formula the results are shown below:

$$nh = \frac{nNh}{N}$$

Where:

nh = The number of unit allocated to each stratum.

Nh = The number of staff in each category

n = The total sample size

N = The actual or total population.

Proportional Allocation:

Dan Dollars Group Ltd,

$$nh = \frac{62 \times 205}{420} = \frac{12{,}710}{420} = 30.26$$

Elplastic Industries Ltd,

$$nh = \frac{43 \times 205}{420} = \frac{8{,}815}{420} = 20.99$$

Golder Guinea Plc

$$nh = \frac{114 \times 205}{420} = \frac{23{,}370}{420} = 55.64$$

PZ Cussion Plc

$$nh = \frac{201 \times 205}{420} = \frac{41{,}205}{420} = 98.11$$

Table 3.4.1: Selected banks for the Study and the Proportion size considered

	Population	Proportion
Dan Dollars Group Ltd.	62	30.26
Elplastic Industries Ltd.	43	20.99
Golder Guinea Plc.	114	55.64
PZ Cussion Plc.	201	98.11
Grand Total	**420**	**205**

Source: From Researcher Desk, 2025

3.6 Description of the Research Instrument

The key research instrument for this study was structured questionnaire. The questionnaire was structured using 5 points Likert-scale of (Strongly Agree, Agree, Undecided, Disagree and Strongly Disagree).

3.7 Reliability of the Research Instrument

A test-re-test method of reliability was adopted for this study. The pilot study was carried out, 38 copies of the questionnaire to be administered to the four selected manufacturing firms in Abia state under study and 1 copies each of them. After two weeks, the instrument was collected and re-administered for the second time. Cronbach alpha coefficient of reliability was used to determine consistency of the instrument. The reliability result of 0.70% and above indicates high reliability.

$$\alpha = \frac{N*C}{V+(N-1)*C}$$

3.Method of Data Analysis

The researcher committed data analysis to descriptive statistics of mean, percentages and standard deviation. The hypotheses testing were carried out with Regression analysis statistical tool for the test Hypotheses and correlation analysis. The computer aided Statistical Package for Social Sciences (SPSS) window version 25.0 was employed in all the analysis.

3.10 Data Presentation and Discussion of Findings

Table 3.10.1 Distribution of questionnaire to staff of selected deposit money banks in Abia state and response rate.

Respondents	*Distributed questionnaires*	*% Valid & Returned questionnaires*	*% Invalid and returned*	*% Not Returned*
Dan Dollars Group Ltd.	30 (14.6)	24 (13.2)	1 (25.0)	5 (17.9)
Elplastic Industries Ltd.	30 (14.6)	28 (15.4)	0 (0.0)	2 (7.4)
Golder Guinea Plc.	56 (27.3)	49 (26.9)	0 (0.0)	7 (25.0)
PZ Cussion Plc.	98 (47.8)	81 (44.5)	3 (75.0)	14 (50.0)
Total	**205 (100)**	**182 (88.7)**	**4 (2.0)**	**28 (13.7)**

Source: *Field survey,* 2025

Table 4.1.1 above, shows the distribution of questionnaire to respondents. From the table it can be seen that out of the total 205 questionnaires distributed only 182 were actually completed and returned valid constituting 88.7%, while a total of 4 and 13 were either returned not completed or not returned at all constituting 2.0% and 13.7% respectively. Therefore, this analysis is based on 132 questionnaire correctly filled and returned which formed about 88.7% of respondents who co-operated with the researcher. The high percentage of those who co-operated with the researcher shows that they were familiar with the topic under consideration.

Table 3.10.2 Regression showing the effect of strategic supplier partnership on profitability of business organizations in Abia state.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.992[a]	.985	.984	.10404	1.911

a. Predictors: (Constant), Quality of information sharing greatly impact on net profit margin ratios, Profitability of business organizations is influenced by postponement , Customer relationship has significant effect on gross profit margin,, What is the level of information sharing on operating profit
b. Dependent Variable: Profitability of business organizations

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	123.870	4	30.967	2860.648	.000[b]
	Residual	1.916	177	.011		
	Total	125.786	181			

a. Dependent Variable: Profitability of business organizations
b. Predictors: (Constant), Quality of information sharing greatly impact on net profit margin ratios, Profitability of business organizations is influenced by postponement , Customer relationship has significant effect on gross profit margin,, What is the level of information sharing on operating profit

Coefficients[a]

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B

		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	-.022	.045		-.486	.628	-.110	.066
	Profitability of business organizations is influenced by postponement	.113	.044	.115	2.599	.010	.027	.199
	Customer relationship has significant effect on gross profit margin,	.338	.043	.326	7.856	.000	.253	.423
	What is the level of information sharing on operating profit	.570	.053	.575	10.785	.000	.466	.675
	Quality of information sharing greatly impact on net profit margin ratios	-.017	.032	-.016	-.521	.603	-.080	.047

a. Dependent Variable: Profitability of business organizations

Source: Researcher's Estimation 2024 (SPSS V.25.0)

R = 0.992

R-Square = 0.985

Adjusted R-Square = 0.984

T – Statistic = 2.599

From table 3.10.2, the coefficient of determination R-square of 0.985 implies that 98.5% of the sample variation in the dependent variable is explained or caused by the explanatory variable while 1.5% is unexplained. The remaining could be caused by other factors or variables not built into the model. The high value of R-square is an indication of a very good relationship between the dependent variable. The value of the adjusted R^2 is 0.984 this shows that the regression line which captures 98.4% of the total variation in the dependent variable is caused by variation in the explanatory variable specified in the model with 1.6% accounting for the stochastic error term. The T-statistics was also used to test the overall significant of the mode. The high and positive T-statistics value of 2.599 is an indication that the model is statistically significant at 5% level of significance.

Hypothesis one

$H0_1$: Strategic supplier partnership has no impact on profitability of business organizations in Abia state.

$H_0 = B_1 = 0$. Test the hypothesis that all slope coefficients are equal to zero.

$H_1 \neq B_1 \neq 0$. Test the hypothesis that not all slope coefficients are equal to zero.

With reference to table above, the calculated t-statistics of 30.495 is greater than the critical value (i.e. 1.984), the null hypothesis was rejected and the alternative accepted.

Table 3.10.3 ANOVA result showing the effect of customer relationship management on customer retention of business organizations in Abia state.

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
There is a degree of customer orientation on economic value	Between Groups	109.964	4	27.491	307.552	.000
	Within Groups	15.821	177	.089		
	Total	125.786	181			
Knowledge management aids psychological fit	Between Groups	109.327	4	27.332	222.424	.000
	Within Groups	21.750	177	.123		
	Total	131.077	181			
CRM organization is a function of ethical norms	Between Groups	105.633	4	26.408	404.364	.000
	Within Groups	11.560	177	.065		
	Total	117.192	181			
CRM technology aid patronage of customers	Between Groups	111.840	4	27.960	304.995	.000
	Within Groups	16.226	177	.092		
	Total	128.066	181			

Source: *Researcher's Estimation 2024 >Significance at 95% confidence level< (SPSS V.25.0)*

The result present in table 3.10.3 reveals the effect of customer relationship management on customer retention of business organizations in Abia state. The coefficient of the correlation is 0.089, 0.123, 0.065 and 0.092 with a sig. value of 0.000. The effect is significant since the sig. value of 0.000 is lower that the acceptable 0.01.

Hypothesis three

$H0_2$: Customer relationship management has no impact on customer retention of business organizations in Abia state.

The result present in table 4.3.2 reveals the ***contribution*** effect of customer relationship management on customer retention of business organizations in Abia state. The coefficient of the correlation is 0.085 which has significant values of 0.000. The effects are significant since the significant values of 0.000 is lower that the acceptable 0.01%. This means that, customer

relationship management has significant impact on customer retention of business organizations in Abia state.

Table 3.10.4 Pearson correlation result showing the effect of information sharing on survival of business organizations in Abia state.

Correlations

		Survival of business organizations	Context of information aids leadership strategy,	People involve is a function of managerial experience	Process of information is determined by capital availability	Management structure is enhanced by information /data
Survival of business organizations	Pearson Correlation	1	.976**	.950**	.964**	.948**
	Sig. (1-tailed)		.000	.000	.000	.000
	N	182	182	182	182	182
Context of information aids leadership strategy,	Pearson Correlation	.976**	1	.973**	.988**	.934**
	Sig. (1-tailed)	.000		.000	.000	.000
	N	182	182	182	182	182
People involve is a function of managerial experience	Pearson Correlation	.950**	.973**	1	.977**	.909**
	Sig. (1-tailed)	.000	.000		.000	.000
	N	182	182	182	182	182
Process of information is determined by capital availability	Pearson Correlation	.964**	.988**	.977**	1	.931**
	Sig. (1-tailed)	.000	.000	.000		.000
	N	182	182	182	182	182
Management structure is enhanced by information/data	Pearson Correlation	.948**	.934**	.909**	.931**	1
	Sig. (1-tailed)	.000	.000	.000	.000	
	N	182	182	182	182	182

**. Correlation is significant at the 0.01 level (1-tailed).

Source: Researcher's Estimation 2024 (SPSS V.25.0)

The result present in table 3.10.4 reveals the effect of information sharing on survival of business organizations in Abia state**.** The coefficient of the correlation is 0.976, 0.950, 0.964 and 0.948 with a sig. value of 0.000. The effect is significant since the sig. value of 0.000 is lower that the acceptable 0.01% significance level.

Hypothesis three

$H0_3$: Information sharing has no impact on the survival of business organizations in Abia state.

The result present in table 4.3.5 reveals the ***contribution*** effect of information sharing on survival of business organizations in Abia state. The coefficient of the correlation are 0.976, 0.950, 0.964 and 0.948 which has significant values of 0.000. The effects are significant since the significant values of 0.000 are lower that the acceptable 0.01%. This means that, information sharing has significant impact on the survival of business organizations in Abia state.

3.11 Summary of Findings

From the study, it was revealed that;

a) Strategic supplier partnership has significant impact on profitability of business organizations in Abia state.
b) Customer relationship management has significant impact on customer retention of business organizations in Abia state.
c) Information sharing has significant impact on the survival of business organizations in Abia state.

3.12 Conclusion

The relationship between supply chain management and organizational effectiveness of business organizations in Abia state was discussed in this study. Particularly the impact of strategic supplier partnership on profitability, customer relationship management on customer retention and information sharing on survival for business organizations, as well as potential solutions. As a result, numerous supply chain management approaches were evaluated critically using pertinent academic resources. Strategic supplier partnership, customer relationship management and information sharing contribute favorably to the development and effectiveness of the business and increased organizational effectiveness. The focal goal of the current empirical research is to examine how manufacturers and supply chain management companies affect organizational effectiveness. Detailed descriptions of how supply chain management affects organizational effectiveness found in the literature, along with its components. The ideas behind supply chain management and its factors were clearly stated. Hence, the pertinent of supply chain cannot be overlooked as its impact is sacrosanct in strategic supplier partnership, customer relationship

management, information sharing, etc. The goal of this was to ensure that the study objectives were thoroughly investigated and that any loopholes in the research could be filled.

3.13 Recommendations

The study recommends that;

a) Firstly, business organizations should identify and maintain closer relationship with the key entities they transact businesses with, especially the suppliers of raw materials and customers by establishing a new vice president or manager in charge of supply chain. These managers should maintain good strategic supplier partnership and co-ordinate the activities of the focal organization with other organizations to establish a cross-functional team for their products. They should also create a platform for virtual interaction of all the managers and other stakeholders of the supply chain managed by the supply chain manager from each organization.

b) Secondly, since timely and accurate information sharing is needed to improve organizational effectiveness through supply chain, there should be integrated information system and electronic commerce like POS, EDI among others, linking the partners of the chain for more effective transmission of market information.

c) Thirdly, business organizations should consider adopting customer relationship management fully as the potential benefits to be realized are enormous compared to the initial and operational cost of implementing the practice. The management of business organizations has a role to play in ensuring successful implementation of some supply chain practices such as green supply chain in organizations by coming up with appropriate measures that will encourage the organization to adopt the practice.

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