Effect of Supply Chain Management on Organizational Performance of Selected Fast Moving Consumer Good In Karu, Nigeria

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Abstract

The study examined the effect of supply chain management on organizational performance of selected fast moving consumer goods in Karu local government area. The study had the specific objective to; investigate the effect of strategic supplier partnership on organizational performance of selected FMCGs in Karu L.G.A, assess the effect of information sharing on organizational performance of selected FMCGs in Karu L.G.A and evaluate the effect of customer relationship on organizational performance of selected FMCGs in Karu L.G.A. The study employed a survey research design and data used was primary data. The questionnaire was the data collection instrument used in collecting primary data and it was worded in a positive tone. The population of the study was the employees in charge of supply chain management decisions which were 632. The sample size was gotten by way of Taro Yamane formula and was 245, the total number of questionnaires distributed was 319 with 300 returned. Data was presented via tables and analyzed by way descriptive statistics, correlation analysis and multiple regression analysis. The study found that strategic supplier partnership, customer relationship management and information sharing all have a statistically significant effect and relationship on organizational performance, with information sharing being the highest contributor. The study concluded that supply chain management had a positive and significant effect on organizational performance of selected fast moving consumer goods in Karu L.G.A. The study recommended that the organizations should emphasize and be consistent with these supply chain management practices as they are critical in increasing organizational performance in an effective and efficient manner.

Keywords: supply chain management; supply chain management practices; strategic supplier partnership; customer relationship management; information sharing; organizational performance

1. Introduction

According to Muthoni and Mose (2020), the coordinated collection of strategies used to plan and execute all processes in the worldwide network used to obtain raw materials from suppliers, turn them into completed commodities, and distribute both goods and services to clients is known as supply chain management (SCM). It comprises information exchange, planning, resource synchronization, and performance assessments across the entire chain. Fast-Moving Consumer Goods (FMCGs) are synonymous with high capacities for product

flows, close engagement with their consumers, and less complex production processes, for this reason, their supply chains generate novel concepts and serve as benchmarked frameworks for other sectors (Elfawal et al, 2021). Nonetheless, this business is supported by a highly complicated supply chain structure. Despite the new concepts generated, FMCG supply chains face extraordinary hurdles and concerns. The FMCG sector is a fast-paced, dynamic industry with a diverse product offering. Manufacturing companies that use supply chain management (SCM) foster efficient supply chain management (Chemirmir & Charles (2021). As a result, fast-moving consumer products manufacturing companies must comprehend supply chain management principles and techniques to improve their competitiveness, overall profit, and overall organization performance (Hussain et al., 2018).

Manufacturing and food processing companies are dynamic in the sense that they integrate with suppliers, increase customer relationships, form alliances with market rivals, share knowledge with a focus on achieving effective supply chain, and encourage enterprise capability to compete in the manufacturing industry while increasing productivity levels (Prabusankar, 2017). An integrated supply chain enables chances to leverage the information built in collaborative processes, resulting in lower costs, increased value, and early detection of demand changes. Manufacturing supply chain collaboration improves timeliness in the delivery of goods and services, financial returns, customer satisfaction, and supplier relationships internationally (Oshodina & Omoregbe, 2021). To successfully apply SCM, a company must achieve a reasonably high level of integration, which includes integration, coordination, and cooperation across companies and across the supply chain (Banerjee & Mishra, 2015).

According to Moazzam et al (2018), if businesses do not please and keep their consumers, their financial performance, market domination, customer service, and sales growth suffer. These ever-changing client tastes and preferences provide a challenge for food and beverage production companies that must meet an ever-expanding range of customer wants. Because increased competition gives customers more options, gaining new clients does not ensure profitability as much as maintaining existing customers (Muthoni & Mose, 2020). Fast-moving consumer goods (FMCG) businesses are the largest industry in the manufacturing sector in most industrialized nations, but their performance has been dismal, with a slow decline in profitability and market share (Food and Agriculture Organization of the United Nations (FAO) 2018). The fast-moving consumer products business in Nigeria is a burgeoning and vibrant subsector of the country's manufacturing sector, which is facing tough and fierce competition. In the fast-moving consumer goods (FMCG) sectors, such as food & drink, retail, or consumables, where products have one or more of the following characteristics: high volume, fast turnover, and frequent purchase, effective and dynamic supply chains are especially critical. FMCG products have a short shelf life, either due to strong customer demand or because they decay quickly (KPMG, 2014, Osundina, 2014).

Furthermore, studies by Ololade (2019) show that supply chain management practices have a positive and significant impact on organizational performance, but the study was conducted in the service industry, which has its own set of challenges when compared to the FMCG industry, so the findings cannot be applied directly. Also, according to Waqas (2020), supply chain management variables have a positive and significant impact on organizational performance. However, while the study was conducted on the manufacturing industry, it focused on textile manufacturing, which, unlike the FMCG subsector, manufactured textile goods does not have a short shelf life.

The main objective of the study is to examine the effect of supply chain management on organizational performance of selected fast-moving consumer goods in Karu L.G.A

The specific objectives are to; investigate the effect of strategic supplier partnership on organizational performance of selected FMCGs in Karu L.G.A, evaluate the effect of customer relationship on organizational performance of selected FMCGs in Karu L.G.A and assess the effect of information sharing on organizational performance of selected FMCGs in Karu L.G.A

The following hypotheses were formulated for testing:

Ho1: There is no significant effect of Strategic supplier partnership on organizational performance of selected FMCGs in Karu L.G.A

Ho2: There is no significant effect of Customer relationship on organizational performance of selected FMCGs in Karu L.G.A

Ho3: There is no significant effect of information sharing on organizational performance of selected FMCGs in Karu L.G.A

2. Literature Review

2.1. Conceptual Framework

2.1.1. Supply Chain Management

Supply Chain Management (SCM) is defined by CSCMP (2017) as "the planning and management of all activities involved in sourcing and procurement, conversion, and all Logistic Management operations." Coordination and collaboration with channel partners, which might include suppliers, intermediaries, third-party service providers, and customers, is also important. Supply Chain Management, in essence, blends supply and demand management within and between businesses. The Council of Supply Chain Management Professionals (CSCMP) (2015) defines Supply Chain Management (SCM) as: "SCM encompasses the planning and management of all activities involved in sourcing and procurement, conversion, and all logistics management activities, including coordination and collaboration with suppliers, intermediaries, third-party service providers, and customers". The Council of Supply Chain Management Professionals (CSCMP) is constantly examining and updating the definition of supply chain management in order to keep up with the global growth of supply chains. The fundamental reason for changing the definition is that supply chain management has such a vast scope that it is frequently confused with logistics management. According to CSCMP, supply chain management encompasses activities ranging from raw material procurement to supply and demand management, manufacturing and production, inventory and logistics planning, order entry and order management, and the final delivery of finished items to customers.

SCM is described as understanding the specific role of coordination within a single business and across trade partners within the supply chain with the goal of increasing an individual organization's and the supply chain's overall performance. The administration of goods, information, and money as they flow from supplier to manufacturer to wholesaler to retailer to customer is known as supply chain management (SCM). SCM should be part of an organizational mindset that views the corporation as a whole rather than as individual business divisions (Bimha et al, 2020).

2.1.2. Supply Chain Management Practice

Wijetunge (2016) defined SCM techniques as focusing on the customer and leadership, internal lean practice, and information quality. In this study, we used three popular SCM techniques as our second order constructs of our independent variable: strategic supplier partnership, customer relationship management and information sharing.

SCM practices include multi-dimensional construction, such as integration between companies and suppliers (referred to as upstream SC), integration between companies and customers (referred to as downstream SC), and integration that occurs within the company itself, such as integration between departments (Babatunde et al, 2015). The practice of SCM has two basic goals. The first is to enhance the performance of individual firms as well as all organizations in the SC. Another purpose of SCM practices is to

minimize the total cost of the organization, allowing a business to function more effectively and efficiently (Elfawal et al, 2021).

Chileshe and Phiri (2022) conceptualized supply chain management practices as; strategic supplier partnership, customer relationship, level of information sharing and quality of information sharing. Anatan (2014) used "strategic supplier partnership, customer relationship, level of information sharing, quality of information sharing, and postponement" as measures of SCM practices. Also, Govindaraju et al (2017) used strategic supplier partnership, strategic customer partnership, information technology, information sharing and innovation as supply chain management measures, while Siahaan et al (2020) used strategic supplier partnership, customer relationship, level of information sharing and postponement.

In general, different researchers will utilize different SCM techniques to report their findings, and this study will be no exception, three dimensions of SCM practices were examined, namely strategic supplier partnership, customer relationship management and information sharing.

2.1.3. Strategic Supplier Partnership

Strategic supplier partnership is defined by Nyamasege and Biraori (2015) as the organization's long-term connection with its supplier. Strategic partnership focuses on long-term relationships between trading partners and encourages collaborative planning and problem-solving efforts. Organizational strategic partnerships create shared advantages and continued collaboration in important strategic areas like as technology, products, and markets. Strategic supplier partnership is intended to use the operational and strategic strengths of employee participating firms in order to help them achieve substantial competitive advantages (Govindaraju et al, 2017). Furthermore, intentional collaboration emphasizes direct, long-term relationships and encourages collaborative planning as well as activities related problem-solving. This strategy focuses on collaborative planning (mutual planning) and efforts to solve common challenges between firms and suppliers (Kosgei & Gitau 2016).

Strategic supplier partnership is regarded as a supply chain outlook in which cooperation between partners and customers develops, loyalty, trust and integration is developed by cooperation between partners and customers to achieve long-term sustainable success (Agus, 2015). Strategic supplier partnership focuses on long-term direct relationships with consumers for cooperative planning and problem-solving efforts. Efficient supplier collaboration plays a key role in a leading supply chain (Al-Shboul et al 2017).

As a result of merging this information, a unique collection of knowledge that will grow firm knowledge can be generated. Improved knowledge among retailers and suppliers may increase the likelihood of new product recognition (Green Jnr et al 2019). Retailers encounter a variety of hazards during this procedure. To begin, retailers feature new, untested products in their selling pitches. Second, retailers' reputations will be jeopardized if the product fails to meet the needs of the customers. Customers will hold sellers accountable for offering low-quality goods. Third, shops will need to test new products in order to provide a diverse selection of options to customers. As a result, shops who have established relationships with suppliers are driven to showcase new untested products. Thus, integrated organizational strategies can carefully collaborate with suppliers to eliminate inefficient time and efforts (Song et al 2017).

2.1.4. Customer Relationship Management

According to Kimechwa et al (2015), customer relationship management is a collection of methods used to manage customer complaints, create long-term relationships with consumers, and improve customer satisfaction, and because of their intrinsic hurdles to competition; committed partnerships provide the most durable advantage. The rise of mass customization and customized service is ushering in a new era in which customer relationship management is critical for company survival (Nzeyimana & Njenga, 2022).

Organizations must be aware of current and future consumer wants in order to better satisfy them, because the success of the organization is dependent on the customers. Customer relationship management (CRM) is now an important component of supply chain management. Effective customer relationship management can considerably increase the organization's success in supply chain management (Diabat et al 2014). Furthermore, CRM can be defined as a firm's ongoing activity in terms of supply chain selling, advertising, and service policy. Firms attempt to foresee genuine customer wants using integrated information technology for the purpose of product creation within the company in order to improve customer happiness and recognition for the firm.

In SCM, customer relationship management (CRM) focuses not just on inbound client interactions but also on outward customer relationships. Customer relations are connected to the company's capacity to interact in order to supply relevant products and services to customers locally and worldwide at the proper time, place, and quantity and quality (Kumar et al, 2017). Close client relationships enable a company to differentiate its product from rivals, maintain customer loyalty, and significantly increase the value it gives to its consumers (Govindaraju, 2017).

2.1.5. Information Sharing

We have both level of information sharing and quality of information sharing. The phrase "information sharing" (IS) refers to the movement or transfer of product information to other manufacturing enterprises' partners (Ambreen & Siddiqui, 2018). According to Rached et al., (2015), information sharing is a critical component in manufacturing businesses since it aids in providing a clear image to partners on a daily basis and significantly improves SC performance. Information sharing according to Berut et al (2018) is defined as access to private data between business partners, allowing them to track the status of items and orders as they move through various supply chain operations. They highlighted data gathering, computation, preservation, interpretation, access, and dissemination of market and future projections, stock levels and location, customer orders, price information, and performance status as elements that compose information sharing. It is an essential first step is to get a thorough grasp of supply chain ideas and to be open to sharing information with supply chain partners. Information may be leveraged as a source of competitive advantage by collecting existing data and sharing it with other stakeholders in the supply chain (Kimechwa et al, 2015). Govindaraju et al (2017), views information sharing to be one of the five basic components that constitute a strong supply chain relationship and sees supply chain partners who routinely communicate information can function as a single entity. Together, they can better grasp the demands of the end consumer and, as a result, adapt to market changes faster. To allow supply chain partners to meet consumer demands more quickly, information must be shared as soon as possible (Utami et al, 2019).

On the other hand, quality of information sharing refers to a company's degree of merit in the context of information, and it is been shown to be a motivating factor for customers to purchase a product since it assists them in completing their work using accurate information (McKnight et al., 2017). In today's manufacturing sector, the quality of information sharing is a critical component. The basic idea is to supply consumers with accurate and diverse information that will enable them to acquire a clear image of their products and get access to them (Sagawa& Nagano, 2015). By giving a thorough picture of the services, quality information exchange is thought to improve business performance (Fauver et al., 2017). Reduced paperwork, rapid access to information, effective and efficient business transactions, greater customer service, better communication, higher productivity, and time savings are all advantages that businesses enjoy (Gorane & Kant, 2017). Furthermore, high-quality information exchange is thought to improve business performance by offering a thorough portrayal of services (Fauver et al., 2017). Because information sharing is viewed as a loss of authority, it appears that there is a built-in aversion within businesses to give out more than basic information.

Organizations must see information as a strategic asset and ensure that it flows with the least amount of delay and distortion possible (Mollel, 2015). The most important characteristics for information quality, according to Mollel (2015) are that information must be reliable which means it must be verified and trustworthy, timely that is it must be current and it must reach the users well in time, so that important decisions can be made on time and also relevant where it is up-to-date, and its accuracy must not be in doubt by its receivers. The information has to be accurate that is, it should be devoid of errors and omissions, as well as truthful and not misleading while also being sufficient in that it allow judgments to be made on the basis of it. The information should be stated in simple language, where it is unambiguous, in other words, it should be full.

Mollel (2015) further added that quality information must also be complete satisfying all of the requirements in the current situation and it should also be unbiased and devoid of any bias in other words, it should be trustworthy. Information gotten must be explicit where there shouldn't be any need for additional clarification while being comparable by being consistent in terms of data collection, analysis, content, and presentation. Finally, information must be reproducible where it might be applied on the same data set via described techniques to produce a consistent outcome.

2.1.6. Organizational Performance

Organizational performance refers to how successfully a company meets both its market-oriented and financial objectives (Wijetunge, 2016). The capacity of a company to "meet short- and long-term goals linked to supply chain flexibility, efficiency, and responsiveness" is referred to as organizational performance. SCM's short-term goals are largely to boost productivity and minimize inventory and cycle time, while long-term goals are to increase market share and profitability for all supply chain participants. An essential factor in achieving (OP) organizational performance is higher productivity with the support of cheap costs and greater profit gains (Hussain et al., 2018). Organizational performance is the achievement of organizational goals via the use of comprehensive strategies or the proper approach. Building a successful business entails transforming production factor inputs into expanded capabilities that enable a firm to move toward client expectations, resulting in increased overall performance (Onguko, 2015).

Several previous studies have examined organizational success using both financial and market criteria, including as return on investment (ROI), market share, profit margin on sales, ROI growth, sales growth, market share growth, and overall competitive position. In keeping with the preceding context, the same questions will be used to assess organizational performance in this study.
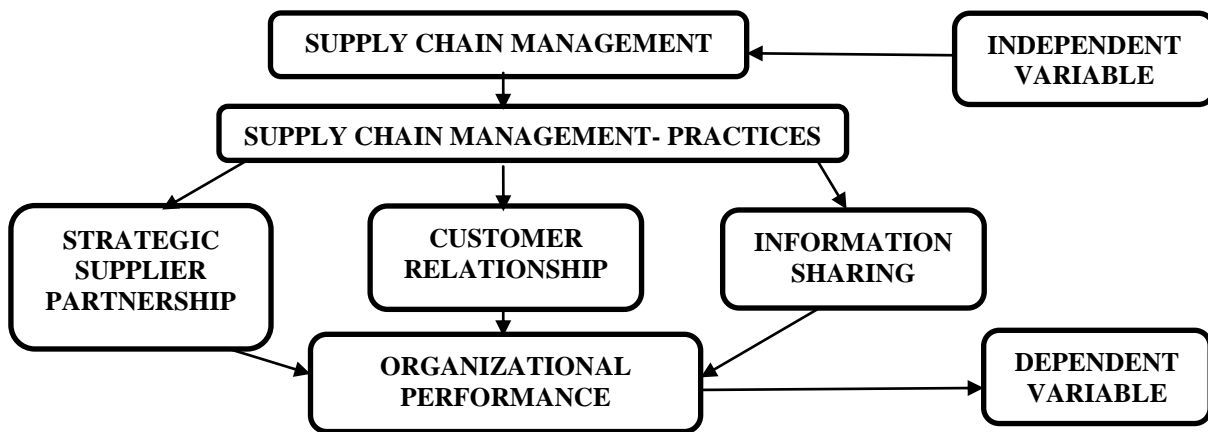

Fig 2.1: Conceptual model of the relationship between Supply Chain Management and Organizational Performance

The model is conceptualized because the researcher did not see any model that can be adopted for this study. This model can be used by any organization producing fast moving consumer goods in relating to its organizational performance. The model has two variables; the dependent and the independent. The dependent variable is called organizational performance, while the independent variable is called supply chain management. The independent variable is measured by supply chain management practices in terms of strategic supplier partnership, customer relationship and information sharing. The model believes that supply chain management practices contributes positively or negatively to organizational performance of the firm which implies that performance of the firm is a function of supply chain management practices. If there is any increase or decrease in performance, it is caused by supply chain management practices.

2.2. Empirical Review

Chileshe and Phiri (2022) investigated the impact of supply chain management practices on performance of small and medium enterprises in developing countries with Agro-dealers in Zambia as case study. The target population were the SMEs especially Agro dealers in Lusaka. The study used questionnaires to collect data with a population of 243. Taro Yamane was used to get a sample size of 151. The SPSS software was used to analyze the data. Regression analysis was used to test the hypothesis and correlation was used for the relationship between variables. The study considered strategic supplier partnerships, customer relationship, level of information sharing and quality of information sharing as constructs of supply chain practices. The result from this study showed that application of supply chain management practices influences performance with special effect from competition advantage.

Wijetunge (2017) carried out an empirical study that aims to investigate the impact of supply chain management on organizational performance with a mediation role of competitive advantage. The researcher used the analytical descriptive research design. The study population comprises all managers and/or owners of 548 manufacturing SMEs in Colombo region, whereas the study sample consists of 155 of those managers and/or owners were randomly selected to provide the primary data using the questionnaire instrument as a data collection method. Different statistical techniques such as descriptive statistics, correlation, and regression analysis were used to analyze the primary data. The findings of the study confirms that supply chain management has a significant positive impact on organizational performance with competitive advantage partially mediates this relationship.

Memia (2018) sought to establish the influence of contemporary supply chain practices on large manufacturing firms' performance in Kenya. The study conceptualized SCM practices as a multidimensional construct consisting of supplier relationship practices, customer relationship management practices, outsourcing practices, and lean supply chain practices. Additionally, this study adopted five theories; theory of supply chain constraints, resource-based view theory, value chain theory, the theory of lean six sigma and transaction cost theory. The study employed a descriptive research design to collect data from 312 respondents representing 563 large manufacturing organizations listed by KAM. Furthermore, the study utilized correlation and regression analysis to uncover the relationships among the predictor and criterion variables. The results revealed that all contemporary SC practices significantly influenced performance.

Ambreen and Siddiqui (2018) conducted a research which aimed to distinguish the relationship between different components of supply chain management (SCM) and its impact on the performance of pharmaceutical manufacturing firms in Pakistan. Data were gathered from 35 pharmaceutical companies located in the big cities of Pakistan. Self-reported questionnaires were used to collect data from the managerial level employees in the organization. The results indicates that strategic supplier partnership, level of information sharing and quality of information sharing significantly correlates with the performance of

manufacturing pharmaceutical firms. The current study will prove fruitful for the organization in improving their performance by implementing concepts of SCM within their companies. The study explored that all independent variables significantly predicted the performance of the firm. Strategic supplier partnerships, quality of information sharing have a positive effect on the performance of pharmaceutical companies whereas the level of information sharing has a negative impact on performance. The findings provide the evidence for previous literature. Results are helpful to policy makers and management to integrate the concepts within the organization to increase the performance of the firm and to win competitive advantage.

Dyahrini et al. (2021) examined Supply Chain Management, Competitive Advantage on Performance of SME Companies in Bandung; West Java. For the population, SMEs were those that have been registered and received guidance from the Department of Cooperatives and SMEs in Bandung. The study population was 89 SME companies. The research sample was 69 SME companies. The research method used in sampling was using observation and questionnaires, and primary and secondary data were collected in the study. The results showed that: Supply chain management had a positive and significant effect on company performance in SMEs in the Bandung Municipality and Bandung Regency, Competitive advantage has a positive and significant impact on the performance of SME companies in the Bandung Municipality and Bandung Regency, and Supply chain management and competitive advantage have a positive and significant impact on the company's performance in SMEs in the municipality of Bandung and Bandung regency.

2.3. Theoretical Framework

The theoretical framework of this study will be on two (2) theories; knowledge based theory and the resource based view which will be base for this study.

2.3.1. Knowledge Based Theory

The knowledge-based perspective of organizational processes, which is a relatively modern view of organizational processes, also emphasizes intangible organizational resources, Grand (1997), who made significant contributions to the creation of knowledge-based theory, discusses how many authors from other fields contributed to the development of this viewpoint which are; organizational learning, evolutionary economics, organizational capacities and competencies, and innovation and new product creation are the factors in question. While the economic perspective of operations, as defined by transaction cost theory and the traditional resource-based approach, encourages the purchase of elements of production, such as labor and capital, in order to achieve organizational goals, the knowledge-based view encourages information exchange.

This concept, from the standpoint of supply chain management, demonstrates value creation through knowledge sharing in internal and external organizational supply chain collaboration (Grand, 1997). Knowledge based theory as it relates to supply chain management in terms of application of the theory is based on the principle that every resource is valuable in the organizational process and here knowledge is considered as an essential resource of the organization. Here, information via strategic suppliers and also via customer relationship management ensures an efficient system. Knowledge management especially in supply chain management practices has to be vital in trying to create and ensure efficiency where the requests, complaints or appraisal from customers directly affects the product development and organizational processes. Furthermore, knowledge that is important to supply chain management processes is considered to improve performance and enhances overall organizational efficiency and effectiveness.

2.3.2. Resource Based View

The resource based theory was propounded by Wernerfelt (1984) who in his paper 'A resource-based perspective of the business,' advocated that the product be considered in connection to the firm's resources:

"for the firm, resources and products are two sides of the same coin". This idea discusses how a company's unique deployment and combination (known as 'capabilities') of tangible and intangible resources may help it gain a long-term competitive edge (Priem & Swink, 2012). And it is on this theory that this research work is based, as aforementioned, that every resources available is entirely connected to the product the organization is offering be it tangible and intangible resources. According to Resource Based View (RBV), a firm's resources are the fundamental drivers of its performance and contribute to the firm's long-term competitive advantage (Ranjan & Read, 2016). Assets, capabilities, organizational processes, company qualities, information and knowledge are all resources within the jurisdiction of the firm, according to Barney (1991).

This viewpoint is defined by four characteristics; first, the extent to which resources are aligned with the external environment to exploit opportunities and prevent dangers is referred to as value. Secondly, resource rarity where in factor markets, resource rarity refers to the perceived scarcity of the resource. Thirdly, its imperfectly imitable whereby rivals will find it difficult to replicate it because the resources are inimitable, rivals are unable to access or copy them, or can only do so at a considerable cost disadvantage (Hansson, 2015). Lastly, it's non-substitutable where the amount to which rivals are unable to provide comparable resources (Rhoads, 2015). Valuable resources, according to Barney (1986), "must enable a business to accomplish things and act in ways that lead to high sales, low expenses, high margins, or other ways that bring financial value to the firm". Resources are useful when they enable a corporation to think of or implement methods that increase its efficiency and effectiveness,' according to Barney (1991). Production/maintenance resources (considered the most basic or lowest level), administrative resources, organizational learning resources, and strategic vision resources (considered the most advanced or highest level) are the four tiers of corporate resources presented by Brumagim (1994). The assets and strengths that a corporation controls, such as information or organizational procedures, enable it to design and implement initiatives that increase its organizational efficiency (Barney, 1991).

3. Methodology

The study adopted a survey research design and a cross sectional approach was used. The population of the study was six hundred and thirty two (632) which comprised of selected manufacturers of FMCG in Karu LGA subdivided into four hundred and forty one (441) registered pure water factory and one hundred and ninety one registered bread factories according to figures from National Agency for Food and Drug Administration and Control (NAFDAC, 2022). The sample size was calculated using Taro Yamane formula as developed by Yamane (1967);

$$n = N/1 + N(e)2$$

Where:
N = the population size
e = the margin of error (assumed at 5%)
1 = constant
n = 632/1+632 (0.05)2
n = 632/1+632 (0.0025)
n = 632/1+1.58
n = 632/2.58
n = 245

To avoid issues of response bias, improper filling and unreturned questionnaire, 30% of the sample was added which brought the total sample size to 319. Primary data was used for the study and it was gotten by

means of questionnaire from employees in charge of supply chain management practices. The questionnaire was used to collect data and it was framed in a positive tone. Data for the study was analyzed using SPSS and the presentation was done via descriptive statistics, correlation and multiple regression analysis.

$$Y = α + β1x \tag{1}$$

Where y= dependent variable, α = intercept β1 = coefficient x = independent variable.
However, the above model is expressed as:

$$OGP = α + β1SSP + β2CRM + β3INS + μ \tag{2}$$

Where;
OGP = Organizational Performance
α = intercept
β = coefficient
μ = error term
SSP = Strategic Supplier Partnership
CRM = Customer Relationship Management
INS = Information Sharing

Cronbach's Alpha and composite reliability will be used to examine the data for construct reliability and validity. The threshold of reliability is that Cronbach Alpha coefficient will be greater than or equal to 0.7.

Table 1: Scale of Reliability of Variables

Items	No of Items	Cronbach's Alpha
Strategic Supplier Partnership	6	0.860
Customer relationship management	5	0.857
Information Sharing	11	0.782
Organizational Performance	7	0.893

Table 1 shows that all latent variables measured in this study have Cronbach's Alpha and Composite Reliability values greater than> 0.7, so it can be said that all latent variables are reliable. Therefore, the construct has good reliability (Creswell, 2009).

4. Data presentation and Analysis

4.1. Response rate

Table 2: Response Rate

	Frequency	Percent (%)
Filled and returned	300	94
Not Returned	19	6
Total	**319**	**100**

Table 2 shows the response rate and the number of valid questionnaire for this study. There were 319 distributed copies of the questionnaire, 300 copies of questionnaire were retrieved from respondents and they comprise 94% (ninety- four percent) of the total questionnaire. This shows that only 19 copies of questionnaire which is just 6% (six percent) were not returned by the respondents. Thus, only 300 copies of questionnaire were used for final analysis. This constitutes 94 percent of the total distributed copies of questionnaire, and is considered appropriate for the study.

4.2. Descriptive Statistics

Table 3: Response on Strategic Supplier Partnership

Question 1: We consider quality as our number one criterion in selecting suppliers		
Variables	Number of Respondents	Percentage (%)
Strongly Agree (5)	65	21.7
Agree (4)	84	28
Undecided (3)	48	16
Disagree(2)	55	18.3
Strongly Disagree (1)	48	16
Total	300	100
Question 2: We regularly solve problems jointly with suppliers		
Variables	Number of Respondents	Percentage (%)
Strongly Agree (5)	69	23.3
Agree (4)	88	29.3
Undecided (3)	54	18
Disagree(2)	59	19.7
Strongly Disagree (1)	30	10
Total	300	100
Question 3: We have helped our suppliers to improve their product quality		
Variables	Number of Respondents	Percentage (%)
Strongly Agree (5)	53	17.7
Agree (4)	28	26
Undecided (3)	32	10.7
Disagree(2)	70	23.3
Strongly Disagree (1)	67	22.3
Total	300	100
Question 4: We have continuous improvement programs that include our key suppliers		
Variables	Number of Respondents	Percentage (%)
Strongly Agree (5)	89	29.7
Agree (4)	80	26.7
Undecided (3)	40	13.3
Disagree(2)	51	17

Strongly Disagree (1)	40	13.3
Total	300	100

Question 5: We include our key suppliers in our planning and goal setting activity

Variables	Number of Respondents	Percentage (%)
Strongly Agree (5)	38	19.3
Agree (4)	102	34
Undecided (3)	59	19.7
Disagree(2)	45	15
Strongly Disagree (1)	36	12
Total	300	100

Question 6: We actively involve our key suppliers in new product development processes

Variables	Number of Respondents	Percentage (%)
Strongly Agree (5)	74	24.7
Agree (4)	96	32
Undecided (3)	46	15
Disagree(2)	55	18.3
Strongly Disagree (1)	30	10
Total	300	100

Table 3, shows the response of respondents to questions relating to the supply chain management function as it relates to strategic supplier partnership of their various organizations. Table 3 also shows that 28% of respondents agree that their organization considers quality as their number one criterion in selecting a supplier with 21.7% strongly agreeing to that position. Only a fraction of the respondents either disagreed (18.3%) or strongly disagreed (16%) with the position. The table also showed that 29.3% of respondents agreed with the statement that they solved their problem regularly with their suppliers and 23.3% strongly agreed with this position also. For the statement on the organization helping suppliers to improve their product quality, although 26% and 17% agreed and strongly agreed, 23.3% and 22.3% disagreed and strongly disagreed which means a greater percentage of respondents do not agree with the statement. 29.7% of respondents strongly agreed that their organization have continuous improvement programs that included their key supplier, 26.7% of respondents agreed. On including of key suppliers in planning and goal setting, 34% of respondents agreed, while 19.3% strongly agreed. Finally, 32% of respondents agreed that their organization actively involves their key suppliers in new product development processes.

Table 4: Response on Customer Relationship Management

Question 1 : We frequently interact with customers to set reliability, responsiveness and other standards for us

Variables	Number of Respondents	Percentage (%)
Strongly Agree (5)	41	19
Agree (4)	48	31.7
Undecided (3)	59	19.7
Disagree(2)	95	16
Strongly Disagree (1)	57	13.6

Total	300	100

Question 2: We frequently measure and evaluate customer satisfaction

Variable	Number of Respondents	Percentage (%)
Strongly Agree (5)	52	17.3
Agree (4)	74	24.6
Undecided (3)	59	19.7
Disagree(2)	59	19.7
Strongly Disagree (1)	56	18.7
Total	300	100

Question 3: We frequently determine future customer expectations

Variables	Number of Respondents	Percentage (%)
Strongly Agree (5)	72	24
Agree (4)	89	29
Undecided (3)	50	16.7
Disagree(2)	65	21.7
Strongly Disagree (1)	24	8
Total	300	100

Question 4: We facilitate customers' ability to seek assistance from us

Variables	Number of Respondents	Percentage (%)
Strongly Agree (5)	48	16
Agree (4)	67	22.3
Undecided (3)	42	14
Disagree(2)	77	25.7
Strongly Disagree (1)	66	22
Total	300	100

Question 5: We periodically evaluate the importance of our relationship with our customers

Variables	Number of Respondents	Percentage (%)
Strongly Agree (5)	56	18.6
Agree (4)	90	30
Undecided (3)	41	13.7
Disagree(2)	60	20
Strongly Disagree (1)	53	17.7
Total	300	100

Table 4 shows the response of respondents to questions relating to the supply chain management function as it relates to customer relationship management of their various organizations. Table 4 shows that 31.7% of respondents agreed to the question on their organization frequently interacting with customers for reliability, responsiveness and other standards, while 24.6% agreed that their organization frequently measure and evaluate customer satisfaction. Furthermore, 29% and 24% of respondents agreed and strongly agreed respectively that their organization frequently determines their customer's future expectations. 25.7% of

respondents disagreed that their organizations facilitates customers' ability to seek assistance from them, 22% also strongly disagreed with this position which means a majority of respondents either strongly disagreed or disagreed with the question. Finally, 30% of respondents agreed that they periodically evaluate the importance of their relationship with their customers.

Table 5: Response on Information Sharing A

Question 1 : We inform trading partners in advance of changing needs		
Variables	Number of Respondents	Percentage (%)
Strongly Agree (5)	66	22
Agree (4)	107	35.7
Undecided (3)	39	13
Disagree(2)	46	15.3
Strongly Disagree (1)	42	14
Total	300	100

Question 2: Our trading partners share propriety information with us		
Variable	Number of Respondents	Percentage (%)
Strongly Agree (5)	128	42
Agree (4)	68	22.7
Undecided (3)	39	13
Disagree(2)	46	15.3
Strongly Disagree (1)	19	6.3
Total	300	100

Question 3: Our trading partners keep us fully informed about issues that affect our business		
Variables	Number of Respondents	Percentage (%)
Strongly Agree (5)	61	20.3
Agree (4)	95	31.6
Undecided (3)	32	10.7
Disagree(2)	53	17.7
Strongly Disagree (1)	59	19.7
Total	300	100

Question 4: Our trading partners share business knowledge of core business processes with us		
Variables	Number of Respondents	Percentage (%)
Strongly Agree (5)	72	24
Agree (4)	116	38.6
Undecided (3)	35	11.7
Disagree(2)	38	12.7
Strongly Disagree (1)	39	13
Total	300	100

Question 5: We and our trading partners keep each other informed about events or changes that may affect the other partners

Variables	Number of Respondents	Percentage (%)
Strongly Agree (5)	20	23.3
Agree (4)	105	35
Undecided (3)	35	11.7
Disagree(2)	60	20
Strongly Disagree (1)	39	10
Total	300	100
Question 6: We and our trading partners exchange information that helps establishment of business planning		
Strongly Agree (5)	68	22.7
Agree (4)	114	38
Undecided (3)	38	12.7
Disagree(2)	58	19.3
Strongly Disagree (1)	22	7.3
Total	300	100

Table 5 shows the response of respondents to questions relating to the supply chain management function as it relates to the first aspect of information sharing which is level of information sharing of their various organizations.

Results from table 5 shows that 35.7% of respondents agreed that their organization informs their trading partners in advance of changing needs, with 22% strongly agreeing with this position. Likewise, 42% strongly agreed and 227% agreed that their trading partners share propriety information with their organization. 31.6% of respondents agreed that their trading partners keep them fully informed about issues that affect their business. On whether their trading partners share business knowledge of core business processes with their organization, 38.6% of respondents agreed. 35% of respondents who were the majority of the sampled population agreed that they and their trading partners keep each other informed about events or changes that may affect the other partners. Majority, which is 38% also, agreed that they and their trading partners exchange information that helps establishment of business planning.

Table 6: Response on Information Sharing B

Question 7 : Information exchange between our trading partners and us is timely		
Variables	Number of Respondents	Percentage (%)
Strongly Agree (5)	99	33
Agree (4)	68	22.7
Undecided (3)	51	17
Disagree (2)	54	18
Strongly Disagree (1)	28	9.3
Total	300	100
Question 8: Information exchange between our trading partners and us is accurate		
Variable	Number of Respondents	Percentage (%)

Strongly Agree (5)	61	20.5
Agree (4)	70	23.3
Undecided (3)	52	17.4
Disagree(2)	72	24
Strongly Disagree (1)	45	15
Total	300	100

Question 9: Information exchange between our trading partners and us is complete

Variables	Number of Respondents	Percentage (%)
Strongly Agree (5)	53	17.6
Agree (4)	59	19.7
Undecided (3)	45	15
Disagree(2)	117	39
Strongly Disagree (1)	26	8.7
Total	300	100

Question 10: Information exchange between our trading partners and us is adequate

Variables	Number of Respondents	Percentage (%)
Strongly Agree (5)	69	23
Agree (4)	95	31.6
Undecided (3)	47	15.7
Disagree(2)	51	17
Strongly Disagree (1)	38	12.7
Total	300	100

Question 11: Information exchange between our trading partners and us is reliable

Variables	Number of Respondents	Percentage (%)
Strongly Agree (5)	60	20
Agree (4)	73	24.3
Undecided (3)	41	13.7
Disagree(2)	64	21.3
Strongly Disagree (1)	62	20.7
Total	300	100

Table 6 shows the response of respondents to questions relating to the supply chain management function as it relates to the second aspect of information sharing which is quality of information sharing of their various organizations. Results from table 6 indicated that majority of respondents which is 33% strongly agreed that information exchange between them and their trading partner was timely. A slight majority, 24% disagreed on if information exchange were accurate while 20.5% and 23.3% strongly agreed and agreed that it was. On if information exchange between them and their trading partners were complete, 39% which were majority disagreed. 31.6% of respondents agreed that information exchange between them and their trading partners were adequate and finally, majority of respondents, 24.3% agreed that information exchange were reliable.

Table 7: Response on Organizational Performance

Question 1 : We have improved our market share		
Variables	Number of Respondents	Percentage (%)
Strongly Agree (5)	62	20.6
Agree (4)	71	23.6
Undecided (3)	40	13.3
Disagree(2)	68	22.6
Strongly Disagree (1)	59	19.6
Total	300	100
Question 2: We have improved our return on investment		
Variable	Number of Respondents	Percentage (%)
Strongly Agree (5)	554	18
Agree (4)	94	31.3
Undecided (3)	51	17
Disagree(2)	55	18.3
Strongly Disagree (1)	46	15.3
Total	300	100
Question 3: We have improved our growth of market share		
Variables	Number of Respondents	Percentage (%)
Strongly Agree (5)	70	23.3
Agree (4)	106	35.3
Undecided (3)	41	13.7
Disagree(2)	56	18.7
Strongly Disagree (1)	27	9
Total	300	100
Question 4: We have improved our growth of sales		
Variables	Number of Respondents	Percentage (%)
Strongly Agree (5)	40	13.3
Agree (4)	60	20
Undecided (3)	52	17.3
Disagree(2)	85	28
Strongly Disagree (1)	63	21
Total	300	100
Question 5: We have improved our growth on return on investment		
Variables	Number of Respondents	Percentage (%)
Strongly Agree (5)	107	35.7
Agree (4)	95	31.7
Undecided (3)	27	9

Disagree(2)	45	15
Strongly Disagree (1)	26	8.7
Total	300	100

Question 6:   We have improved our profit margin on sales

Variables	Number of Respondents	Percentage (%)
Strongly Agree (5)	79	26.3
Agree (4)	61	20.3
Undecided (3)	42	14
Disagree(2)	82	27.3
Strongly Disagree (1)	36	12
Total	300	100

Question 7: We have improved our overall competitive position

Variables	Number of Respondents	Percentage (%)
Strongly Agree (5)	76	25.3
Agree (4)	85	28.3
Undecided (3)	39	13
Disagree(2)	61	20.3
Strongly Disagree (1)	39	13
Total	300	100

Table 7 shows the response of respondents to questions relating to the organizational both market and financial performance of each of their individual organizations.

Table 7 indicated that a slight majority of respondents, 23.6% agreed that their organization has improved their market share, while 22.6% of respondents disagreed. 31.3% of respondents which is majority agreed that they had improved their return on investment and 18% strongly agreed. Furthermore, 35.3% of respondents agreed that their organization had improved their market share. On whether their organization had improved growth of sales, majority of respondents 28% disagreed while 21% strongly disagreed. 35.7% of respondents strongly agreed that their organization had improved their growth on return on investment, while a majority, 27.3% disagreed that their organization had improved profit margin on sales. Finally, 28.3% of respondents believed that their organizations had strengthened their overall competitive position.

Table 8: Group Mean and Standard Deviation of Variables

	Mean	Std. Deviation	N
Strategic Supplier Partnership	3.2817	1.33006	300
Customer Relationship Management	3.1307	1.32766	300
Information Sharing	3.3348	1.30533	300
Organizational Performance	3.2400	1.32133	300

Table 8 shows the group mean of the various variables in the study. The mean and group mean statistical values approaching to 3.00 and less indicates the poor perception, 3.00 and above indicates good perception of respondents on a particular item or variable .As shown in the table 4.11, the group means of Strategic Supplier Partnership shows a 3.28 mean value. This means the overall perception and response of respondents on this variable is good. Standard deviation shows how diverse the responses of respondents for a given variable are, and for strategic supplier partnership, standard deviation is 1.33 which shows a good distribution of responses. High Standard Deviation means that the data are wide spread, which means that respondents give variety of opinion and low standard deviation means that respondents express close opinion. Table 8 also shows the group mean of customer relationship management as 3.13 which shows it is good, with a standard deviation of 1.33. For the variable information sharing, the group mean is 3.33 which is high and good and shows that the respondent's perception of this variable is good. Finally the group mean for response on organization performance is 3.24 which are also high with an appropriate standard deviation of 1.32.

4.3. Correlation Analysis

Table 9: Pearson Correlation between variables

		SSP	CRM	INS	OGP
SSP	Pearson Correlation	1	.831**	.796**	.775**
	Sig. (2-tailed)		.000	.000	.000
	N	300	300	300	300
CRM	Pearson Correlation	.831**	1	.871**	.883**
	Sig. (2-tailed)	.000		.000	.000
	N	300	300	300	300
INS	Pearson Correlation	.796**	.871**	1	.896**
	Sig. (2-tailed)	.000	.000		.000
	N	300	300	300	300
OGP	Pearson Correlation	.775**	.883**	896**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	300	300	300	300

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

Table 9 above shows the correlation output of the independent variable on the dependent variables for the study at 1% level of significance. As indicated in table 9 above, organizational performance has a strong positive relationship with strategic supplier partnership with a correlation coefficient of r= 0.775 at 1% (p= 0.000) statistical level of significance. This means that there will be an increase in organizational performance with an increase in strategic supplier partnership. The table also shows that there is a strong positive relationship between organizational performance management and customer relationship management with a correlation coefficient of r= 0.883 at 1% (p= 0.000) statistical level of significance. This shows that organizational performance will increase with the increase in customer relationship management. Similarly, table 9 also shows that organizational performance has a strong positive relationship with organizational performance with information sharing with a correlation coefficient of r= 0.896 at 1% (p= 0.000) statistical

level of significance. This implies that organizational performance will increase with an increase in information sharing

4.4. Regression Analysis

Table 10: Model Summary

		Model Summaryb			
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.897a	.894	.884	.10251	1.825

a. Predictors: (Constant), SSP, CRM, INS

b. Dependent Variable: OGP

Table 11: Anova Result

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	518.916	3	172.972	1645.716	.000b
1	Residual	3.111	296	.011		
	Total	522.026	299			

a. Dependent Variable: OGP

b. Predictors: (Constant), INS, CRM, SSP

Table 12: Coefficients of Supply Chain Management

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
	(Constant)	.630	.018		1.673	.005		
	SSP	.190	.056	.192	3.417	.001	.294	3.399
1	CRM	.310	.036	.311	8.705	.000	.335	2.983
	INS	.500	.055	.497	9.209	.000	.343	2.919

a. Dependent Variable: OGP

From table 10, it is clear to see that the independent variables (strategic supplier partnership, customer relationship management and information sharing) explained 88.4% of variations in the dependent variable

(organizational performance) as shown by the adjusted R-square (0.884). Therefore 11% of the variations in the dependent variable were due to other factors not considered by the model. The Durbin-Watson statistics should be between 1.5 and 2.5 for independent observations. As indicated in table 11, Durbin-Watson result is 1.825, which is between 1.5 and 2.5.

The ANOVA result in table 11 establishes the significance of the model. The table shows that the variables of regression are statistically significantly different, they therefore measure different attributes. The p value is p= 0.000 is less than 0.05, therefore, the model is significant at 95% confidence level with a F- statistic of 1645.71 that shows the fitness of the model to predict the dependent variable.

Table 12, shows the coefficient table with the constant of the model as 0.630 which was statistically significant (p-value= 0.005< 0.05). The result also showed that strategic supplier partnership has a positive effect on organizational performance, from the coefficient of 0.19 which is statistically significant at 5% level of significance (p-value = 0.001< 0.05). This means that organizational performance increases by 0.19 for every one (1) unit increase in strategic supplier partnership. This clearly means that organizational performance level will increase for every level of increase of strategic supplier partnership. The result also showed that there is no issue of multicollinearity with tolerance at 0.29 which is above 0.10 and VIF at 3.39 which is below 10. For these reasons, the null hypothesis, which states that there is no significant effect of strategic supplier partnership on organizational performance, is rejected.

The results from table 12 also indicated that customer relationship management has a positive effect on organizational performance, from the coefficient of 0.31 which is statistically significant at 5% level of significance (p-value = 0.000< 0.05). This implies that organizational performance increases by 0.31 for every single unit increase of customer relationship management. This clearly implies that organizational performance level will increase for every level of increase of customer relationship management. The result also showed no issues of multicollinearity with tolerance at 0.335 which is above 0.10 and VIF at 2.98 which is below 10. Based on these, the null hypothesis that states that, there is no significant effect of customer relationship management on organizational performance is rejected.

Finally, table 12 also shows that information sharing has a positive effect on organizational performance, from the coefficient of 0.503 which is statistically significant at 5% level of significance (p-value = 0.000< 0.05). This means that organizational performance increase by 0.50 for every individual unit increase of information sharing. This means that organizational performance level will increase for every level of increase of information sharing. The result also shows no issues of multicollinearity with tolerance at 0.343 which is above 0.10 and VIF at 2.919 which is below 10. From this result, the null hypothesis that states that, there is no significant effect of information sharing on organizational performance is rejected.

This result in table 12 shows that information sharing is the largest contributor to organizational performance with an increase in organizational performance of 0.50, followed by customer relationship management and finally strategic supplier partnership.

Table 13: Hypothesis Summary

	Hypothesis	Significance level	Decision
Ho$_1$	There is no significant effect of strategic supplier partnership on organization performance of selected FMCGs in Karu L.G.A	0.001	Reject
Ho$_2$	There is no significant effect of strategic supplier partnership on organization performance of selected FMCGs in Karu L.G.A	0.000	Reject
Ho$_3$	There is no significant effect of strategic supplier partnership on organization performance of selected FMCGs in Karu L.G.A	0.000	Reject

From table 13, the null hypothesis 1, 2 and 3 is rejected in favor of alternate hypotheses

5. Conclusion and Recommendation

Based on the findings of the study, the researcher is able to arrive at the conclusions that there is a clear link between supply chain management and Organizational Performance, which helps to deeply understand the relationship and interaction between them. Supply chain management positively and significantly affects performance of an organization where an efficient supply chain management practice helps the organization. Based on the study result, we can conclude that strategic supplier partnership and the organizational performance of selected FMCGs are positively related and strategic supplier partnership is statistically significant to influence organizational performance and organizations can increase their performance by focusing on only few and very important supplier, where unit increase in strategic supplier partnership definitely leads to increase in organizational performance.

According to the results of this study, it can be concluded that customer relationship management and organizational performance of selected FMCGs are positively related. In addition, customer relationship management has a statistically significant effect on organizational performance, where performance can be improved by creating good relationship with customers which then creates a higher level of loyalty, an increased purchase and accepting premium prices that result in higher market share. From the results of this study, it can be concluded that information sharing and organizational performance of selected FMCGs are positively related. In addition, information sharing has a statistically positive significant effect on organizational performance, where information sharing helps in lowering cost of doing business and increase responsiveness to dynamisms in the market and the general environment.

Based on the findings of the study, and the conclusions drawn from the study, the following recommendations are put forward by the researcher, where manufacturers of fast moving consumer goods should increase their focus on supply chain management practices as it is a sure way to ensure effective and efficient organizational performance especially for their the end product that have a short shelf life. FMCGs organizations must ensure strong strategies for selecting key supplier which focuses on quality as criteria that must be emphasized. They must manage affairs and interaction with organizations that supply goods and services where benefits include low cost, higher quality product and there will be less tension when both organization and suppliers win. Customer feedback and customer satisfaction evaluation must be emphasized in these organizations as it is important in trying to determine customer expectations and this will ensure better customer service, improved products and increase sales by way of customer loyalty. These FMCGs manufacturers should strive to inform their trading partners of changing needs especially as regards inputs and manage information flow better as information sharing has shown to help in decision making which in turn helps in increasing performance. Organization must also find means to provide and receive times, accurate, complete, adequate and reliable information from trading partners as these are keys to improved organizational performance.

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