

SUPPLY CHAIN INTEGRATION AND ORGANIZATIONAL PERFORMANCE OF NOODLES FIRMS IN SOUTH-SOUTH NIGERIA.

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ABSTRACT

This paper looked into the connection among supply chain integration and organizational performance, using noodles industry in South-South as organization of interest. Supply chain integration was decomposed into information sharing, and decision synchronization while organizational performance had on- time delivery and customer satisfaction. Four objectives, four research questions, and Four hypotheses were formulated. Questionnaire who administered to 169 respondents of fifty major dealers of noodles 161 copies were usable. Cross sectional survey design was adopted. Description statistics were generated with the aid of SPSS version 22.0, while Pearson product moment correlation was deployed to test the measurement and structural aspects of the model. Four hypotheses were tested, and all result were rejected. The study concluded that supply chains integration significantly and positively influence organizational performance. The study recommends that information on channel of distribution should be made available to supply chain members for effective organizational performance.

Keywords: Information sharing, decision synchronization, on time delivery, customer satisfaction.

INTRODUCTION

The corporate surroundings are getting increasingly profitable, and different sector competitors have left no stone unturned in an effort to benefit as it progresses. To that aim, enterprises are planning creatively to provide added value at lower prices in order to please their clients (Hassan, 2012). Different firms take different approaches to achieve industry relevance and corporate objectives (Rohra, and Junejo, 2009), but experts in the supply chain management domain have identified strategic communication and efficient information sharing as the strategies receiving the most attention (Li, et al. 2006). As a result, manufacturers have adopted a simpler supply chain in order to deliver their goods to consumers more quickly and efficiently.

For the supply chain to function properly, the appropriateness of information sharing and communication within the system must be prioritized (Li et al. 2006). The incorporation of an effective information system into any supply chain synchronizes communication among supply chain members and consumers (Adebayo, 2012; Min, and Zhou, 2002). Inadequate communication between businesses and their throngs of customers frequently leads to misunderstandings of their basic expectations. Feedback mechanisms such as live chat, social media, forums, direct customer engagement, and so on play important roles in bridging the communication gap between the parties (Min, and Zhou, 2002), however the possibility is underutilized by instant noodles makers in Nigeria (Adebayo, 2012).

Momofuku Ando (1910-2007) of Nissi Foods in Japan introduced instant noodles in 1958, which have achieved global acclaim as the most profitable commercially manufactured product (Errington et al. 2013), with average family by households rates climbing exponentially throughout the globe since 2008. The popularity of instant noodles as the number one staple food, especially among low-income households, can be attributed to their cost, availability in a variety of flavours, ease of preparation, nutritional value, and enhanced shelf life (Ray, 2014; Bronder et al 2017). Instant noodles are dried noodle blocks that have been fried or precooked and are packaged with seasoning powder and other readily available ingredients in a variety of flavors. Wheat flour, palm oil, and salt

are the primary ingredients used in the manufacture of noodle blocks. Marketing capability and strategic planning capability can be used to strategically measure organizational performance across multiple aspects (Yan et al, 2004). According to Sriviboon (2020), scholars have created a collection of financial indicators that evaluate firm performance, such as profit growth rate, return on net assets, shareholder return, market share growth, net growth rate of total assets, return on capital, return on sales, and number of new products. As a result, this study concentrated on supply chain integration and organizational performance in south-south Nigerian noodles enterprises.

Statement of the Problem

Consumers of instant noodles in Nigeria encounter a number of challenges, including the absence of certain products in specific parts of the country, especially in rural areas. MarkMonitor Nigeria Limited, a famous market research agency, reportedly exposed the matter in her noodles customer satisfaction studies, which was conducted across 12 Nigerian states. According to the survey, brands such as Golden Penny and Honeywell noodles are largely inaccessible at several locations due to inadequate logistics.

Conceptual Framework

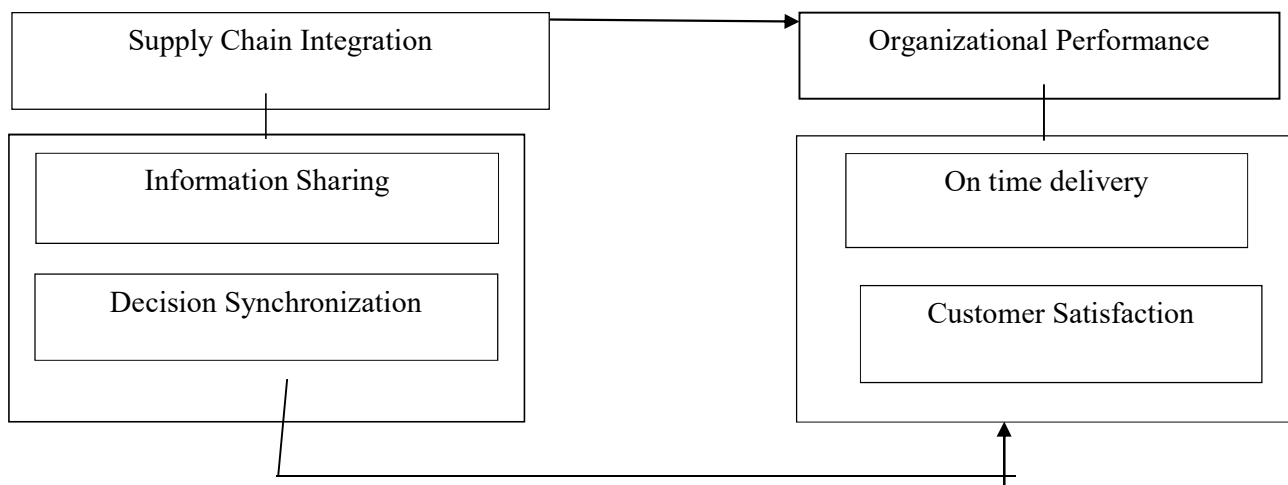


Fig. 1.1 Conceptual Framework of Supply Chain Integration and Organizational Performance

Source: Adapted from Cao (2010), Tannock (2007), Hague & Hague (2016), Jones (2014).

Aim and Objectives of the Study

The primary goal of this research is to determine the experimental connection among supply chain integration and the organizational performance of noodles enterprises in Nigeria's south-south region. However, the precise goals are to;

- i. evaluate the connection between information sharing and on-time-delivery;
- ii. determine the connection between information sharing and customer satisfaction;
- iii. find out the connection between decision synchronization and on-time-delivery;
- iv. find out the connection between decision synchronization and customer satisfaction

Research questions

- i. What is the connection between information sharing and on-time-delivery?
- ii. What is the connection between information sharing and customer satisfaction?
- iii. What is the nexus between decision synchronization and on-time-delivery?

iv. What is the connection between decision synchronization and customer satisfaction?

Research hypothesis

- H₀₁:** There is no important connection between information sharing and on-time delivery.
H₀₂: There is no important connection between information sharing and customer satisfaction.
H₀₃: There is no important connection between decision synchronization and on-time delivery.
H₀₄: There is no important connection between decision synchronization and customer satisfaction.

Review of Related Literature

Supply Chain Integration

Supply chain integration is a method whereby two or extra impartial groups paintings collectively to plot and execute supply chain operations with greater fulfillment than when acting in Isolation (Simatupang & Sridhavan, 2002), supply chain collaboration is taken into consideration as a regime for governing corporations. Mena et al (2009) argued that integration in supply chains may want to yield remarkable blessings. There are several forms of supply chain integration, as an example, statistics sharing, Incentive Alignment, decision synchronization and commitment (Cao & Zhang, 2011). The collection of resources is necessary throughout the supply chain in order to make and transport merchandise to end users (Al Suwaidi et al., 2021; Alzoubi & Yanamandra, 2020; Hayajneh et al., 2021; Rajgopal, 2016). In accordance with Kaliani Sundram et al. (2016) and Ali et al. 2022), there exists an organized method for measuring the effectiveness and productivity of supply chain operations. Supply chain management is difficult to quantify because each person's supply chain management is unique. As a result, the technique has numerous modifications (Ali et al., 2021). However, measuring supply chain performance is still necessary due to the necessity to deliver information to senior management (Sillanpää, 2010). In this study, supply chain performance is measured in terms of supply chain flexibility, resources, and output.

Information Sharing: Several researchers have researched the impact of information sharing on working together (Simatupang and Sridharan, 2005; Min et al., 2005; Slone et al., 2007; Simatupang and Sridharan, 2008; Wiengarten et al., 2010). Information sharing can take numerous forms, including promotional marketing plans, inventory level partnering, and the exchange of point of sale data (Min et al., 2005). A mechanism for sharing information is essential not only for everyday tasks, but also for operational and strategic choices between supply chain partners.

This information exchange might enhance supply chain performance (Min et al., 2005). Wiengarten et al. (2010) investigated the effect of information sharing, incentive alignment, and decision synchronization on the collaborative concept developed by Simatupang and Sridaharan (2005). The research's emphasis was on information quality. The findings show that information sharing is vital and has a favorable effect on operational company performance, whether the information is of poor or excellent quality.

Decision Synchronization: Decision synchronization is defined as "the joint decision making in the planning and operational contexts" (Simatupang & Sridharan, 2005). The basic goal of such planning is to make the most of the capabilities and assets of enterprises and stakeholders. This collaborative strategy can assist supply chain players prioritize their objectives and be entrenched in strategic planning (Min et al., 2005). Many academics have focused on decision synchronization as a critical component of supply chain collaboration. Simatupang and Sridharan (2005) conducted corporate research in New Zealand to investigate the effect of decision synchronization. According to their findings, decision synchronization has a considerable influence on participation degree and operational productivity (fulfillment, inventory, and responsiveness).

Organizational Performance

Businesses are critical components of supply chain operations, and an organization's performance reflects the country's development. The concept of organizational performance is extensively debated in scholarly journals; however, it can be hard to establish its accurate description considering its many perceptions (Alnuaimi et al., 2021; Gavrea et al., 2011). To live and thrive in a contemporary business, one has to contend in an industry where buyers, materials, and resources are all measured as indicators of organizational performance (Alaali et al., 2021; Alzoubi & Aziz 2021). Marketing, activities, human resources, and strategic units will be graded depending on how they make an impact which constitutes one of the methods by which the business's performance is measured (AlShehhi et al., 2021; Alzoubi et al., 2021). Once a company's performance is observable can the company improve it (Richard et al., 2009). Strategic management influences three aspects of company results: financial performance, product market performance, and investor return (Richard et al., 2009). Some strategies for measuring organizational performance include a balanced scorecard, comparisons, business process reengineering, and extensive quality management (Alzoubi & Ahmed, 2019; Tadejko, 2015).

On-time Delivery: On-time delivery is a process and supply chain performance metric that assesses the quantity of finished goods or services provided on time and in complete to clients. It determines the degree to which a business meets agreed-upon client obligations. Garg et al. (2004) acknowledge that the supply chain process is complicated, with multiple levels of value-delivery business processes. According to the writers, the major goal of every sector supply chain is to attain exceptional supply performance. Delivery is linked to various performance sub-measures. Faster delivery time (Liu et al, 2005), order fulfillment lead time (Tannock et al, 2007), delivery service, delivery frequencies (Katayama & Bennett, 1999), delivery synchronization (Lee & Whang, 2001), delivery speed (Mason et al, 2003), supplier's delivery performance (Morgan & Dewhurst, 2008).

Customer Satisfaction: The achievement of any business is dependent on the overall happiness of its customers. This suggests that one of the most important tools for a successful business is customer satisfaction (CS). Fornell, Johnson, Anderson, Cha, and Bryant (1996) describe customer satisfaction as a general assessment that considers the whole acquisition and consuming encounter with the product or service throughout time. Scholars agree that CS is a barometer that forecasts subsequent buyer behavior (Hill, Roche, & Allen, 2007). Buyers who are pleased with an item or service are more likely to return and purchase more of it. Aside from purchasing more, they also act as an avenue for getting out to other prospective buyers by expressing their experiences (Hague & Hague 2016). In reality, customer satisfaction is constantly changing, and only a consumer-centric mindset can help firms enhance satisfaction and retain users. Service quality, product quality, and worth for money all have some sort of significant beneficial influence on customer satisfaction. It is worth noting that customer satisfaction is impacted by certain product or service qualities, and customer satisfaction is also driven by psychological reactions, contributions, and equity views (Zeithal & Bitner, 2003).

Theoretical Review: The Resource-advantage hypothesis, which underpins the current study, is a concept of competitive advantage used in the marketing strategy literature (Seggie & Griffith, 2008; Magnusson et al, 2009). The resource-advantage concept states that an organization's proactive average originates from resource heterogeneity and inadequately movable resources (Hunt & Morgan, 1995; Hunt, 2000). This idea asserted that an organization's asset portfolio can suggest a comparative advantage in assets, resulting in greater earnings in manufacturing (Hunt 2000). According to the R-A concept, superior value is completed when resources are allocated to provide a one-of-a-kind competency and relative long-term gain (Hunt 2000; Grewal & Tansuhaj; 2001). Furthermore, the R-A idea proposes that corporations assemble, build, and produce assets that comprise a financial system's private-sector capital through the process of competition. The R-

A concept is founded on the concept of firm growth (Penrose, 1959). According to Hunt and Davis (2008), the R-A concept has been used to examine supply chain collaboration (Adams et al, 2014). This theory also emphasizes that expert businesses with bundled deal capabilities that are more effective and less expensive in comparison to competitors may accomplish higher profitability due to diversely allocated assets within marketplaces.

Gap in Literature

Researchers have conducted research in different parts of SCC. Ramanathan (2014), for example, explored environmental characteristics that support working together such as vendor-managed inventory, continual replenishing and coordinated forecasts and replenishing, expedient buyer response, and electronic data exchange (EDI). Zhou et al. (2017) study the purchasing organization's potential for facilitating information exchange and organizing rivalry in a supply chain comprised of a set of buying institutions and businesses. Huang et al. (2017) investigate how information sharing affects cost and inventory reduction for various suppliers in a two-tier supply chain.

Several studies have found support in the research to support the importance of supply chain cooperation in supporting company performance in the brewing sector (Mathuramaytha 2011; Banomyong 2018). To put it another way, there is no empirical research on supply chain collaboration that uses dedication as one of the aspects of SCC; so, we are keen on developing these new concepts. As a result, our starting point provides conceptual and theoretical advances to the supply chain management research. Beyond the standard evaluation of information sharing, incentive alignment, and the like of decision synchronization in explaining organizational performance, supply chain integration appeared to have received less attention. As a result, empirical studies have been implemented to improve supply chain integration. As a result, we contend that supply chain integration improves the organizational performance of noodles enterprises in south-south Nigeria.

METHODOLOGY

Since the knowledge about the different theories was sufficient, a descriptive approach was chosen to investigate the relationship between supply chain integration and organizational performance. This study will adopt cross-sectional approach since the longitudinal approach did not fit the time frame set for the study. Whereas target population is the total group of individuals from which the sample is drawn. Therefore, the population of this study is made up of fifty major dealers of noodles from six (6) states in south-south, Nigeria. The target population is three hundred (300). Because the objective of the investigation has been determined, the sampling approach to be employed in the present investigation is purposive. As a result, Krejcie and Morgan's sample size determination table was used to establish the sample size for the investigation. As a result, S=161 denotes the study's sample size.

Data Analysis and Results

Relationship between Information Sharing and On-Time Delivery

Correlations

		Information Sharing	On-Time Delivery
Information Sharing	Pearson Correlation	1	.855**
	Sig. (2-tailed)		.000
	N	161	161

On-Time Delivery	Pearson Correlation	.855**	1
	Sig. (2-tailed)	.000	
	N	161	161

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

Source: Survey data, 2023

The table above indicated correlation products determining the association between information sharing and on-time delivery among 161 respondents. The outcomes signified a positive as well as important connection between the variables. The correlation statistic ($r = .0.855$, $p < 0.001$) is an indications that information sharing can explain. 85.5% of variations in on-time delivery. This is a sign of a positive relationship between the information sharing and on-time delivery. In term of strength of the relationship, the outcome show that information sharing with ($r = 0.855$) is very highly related to on-time delivery. Using Irving's (2005) criterion for adopting neither the null nor alternative hypothesis, we dismiss the null hypothesis since the calculated outcome is more than 0.20, that is, $r-.855$ is greater than 0.20. As a result, the alternative theory is accepted. Meaning information sharing can foster on-time delivery in noodles industries in the south-south region of Nigeria having a very high correlation statistical result.

Relationship between Information Sharing and Customer Satisfaction Correlations

		Information Sharing	Customer Satisfaction
Information Sharing	Pearson Correlation	1	.574
	Sig. (2-tailed)		.000
	N	161	161
Customer Satisfaction	Pearson Correlation	0.574	1
	Sig. (2-tailed)	.000	
	N	161	161

Source: Survey data, 2023

The table above indicated correlation products determining the association between information sharing and customer satisfaction among 161 respondents. The outcomes signified a positive as well as important connection between the variables. The correlation statistic ($r = .0.574$, $p < 0.001$) is an indications that information sharing can explain. 57.4% of variations in customer satisfaction. This is a sign of a important connection between the information sharing and customer satisfaction. In term of strength of the connection, the outcome show that information sharing with ($r = 0.574$) is highly related to customer satisfaction.

With considering Irving's (2005) criterion for admitting either the null or alternative hypothesis, we dismiss the null hypothesis since the calculated result is more than 0.20, that is, $r-.574$ is higher than 0.20. As a result, the alternative theory is recognized. Meaningful information exchange can improve customer satisfaction in Nigeria's noodles businesses in the south-south area.

Relationship between Decision Synchronization and On-Time Delivery Correlations

		Decision Synchronization	On-Time Delivery
Decision Synchronization	Pearson Correlation	1	.951**
	Sig. (2-tailed)		.000
	N	161	161
On-Time Delivery	Pearson Correlation	.951**	1
	Sig. (2-tailed)	.000	
	N	161	161

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

Source: Survey data, 2023

The table above indicated correlation results determining the association between decision synchronization and on-time delivery among 161 respondents. The results signified a positive as well as important connection between the variables. The correlation statistic ($r = .0.951$, $p < 0.001$) is an indications that decision synchronization can explain. 95.1% of variations in on-time delivery. This is a sign of a positive relationship between the decision synchronization and on-time delivery. In term of strength of the relationship, the result show that decision synchronization with ($r = 0.951$) is very highly related to on-time delivery.

In light of Irving's (2005) criterion for recognizing either the null or alternative hypothesis, we dismiss the null hypothesis because the estimated result is more than 0.20, i.e., $r-.951$ is higher than 0.20. As a result, a different theory is deemed valid. With a strong correlation statistical result, decision synchronization can boost on-time delivery in the noodles industries in Nigeria's south-south region.

Relationship between Decision Synchronization and Customer Satisfaction

Correlations

		Decision Synchronization	Customer Satisfaction
Decision Synchronization	Pearson Correlation	1	.453
	Sig. (2-tailed)		.000
	N	161	161
Customer Satisfaction	Pearson Correlation	.453	1
	Sig. (2-tailed)	.000	
	N	161	161

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

Source: Survey data, 2023

The table above indicated correlation results determining the association between decision synchronization and customer satisfaction among 161 respondents. The outcomes signified a positive as well as significant relationship between the variables. The correlation statistic ($r = .0.453$, $p < 0.001$) is an indications that decision synchronization can explain. 45.3% of variations in customer satisfaction. This is a sign of a connection between the decision synchronization and customer satisfaction. In term of strength of the relationship, the outcome show that decision synchronization with ($r = 0.453$) is highly related to customer satisfaction.

According to Irving (2005)'s criterion for adopting either the null or alternative hypothesis, we dismissed the null hypothesis since the calculated result has a value higher than 0.20, that is, $r = .453$ is higher than 0.20. As a result, the other hypothesis is accepted. This implies decision synchronization can improve customer satisfaction in Nigeria's noodles industries in the south-south area.

Summary of Findings

S/No	Description	Outcomes	Decisions	
			(H ₀)	(H _A)
1	H ₀₁	0.855	REJECTED	ACCEPTED
2	H ₀₂	0.574	REJECTED	ACCEPTED
3	H ₀₃	0.951	REJECTED	ACCEPTED
4	H ₀₄	0.453	REJECTED	ACCEPTED

Discussions of Findings

From the results generated by all the hypotheses, it demonstrated that there exist a significant and positive connection between the variables under research since their correlations from the SPSS table were *0.855, *0.574, *0.951, *0.453. From the outcome, it was obvious that all the elements of supply chain integration had good link with organizational performance of noodles firms in south-south Nigeria. The first and second hypothesis suggested that information sharing has a positive linear noticeable association with organizational performance based on the P-value less than 0.05 (P-value = 0.000 < 0.05) which means that both variables have direct positive relationship which advances in the same positive direction. The third and fourth hypothesis showed that decision synchronization has a positive linear notable correlation with sales performance based on the P-value less than 0.05 (P-value = 0.000 < 0.05) which implies that both variables have direct positive relationship which moves in the same positive direction. Similarly, the positive correlation is attuned with the findings of previous studies like Lee, Azmi, Hanaysha, Alzoubi, & Alshurideh, (2022); Lee, Romzi, Hanaysha, Alzoubi, & Alshurideh, (2022); Soyege, Makinde, & Akinlabi, (2023); Sutduean, Singasa, Sriyakul, & Jermsittiparsert, (2019). From their findings, supply chain integration has a positive impact on organizational performance.

CONCLUSION

This study came up with some findings based on the results from quantitative analysis of the data. The major conclusion is drawn based on how managers and other critical management staff perceive supply chain integration and its relationship with organizational performance in line with the objectives of the study.

RECOMMENDATIONS

Premised upon the outcome of the study, the following recommendations were made;

- i. Information on channel of distribution should be made available to supply chain members for effective organizational performance.

- ii. Critical stakeholders of the noodles industry should be involved in decision making process so as to frustrate service provision.

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