

EFFECT OF SUPPLY CHAIN MANAGEMENT ON ORGANIZATIONAL PERFORMANCE OF DANGOTE CEMENT COMPANY GBOKO-BENUE STATE, NIGERIA

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Abstract: *This study examined the effect of supply chain management on organizational performance of Dangote Cement Company Gboko, Benue State, Nigeria. The specific objectives were to examine the effect of supplier relationship on performance of Dangote Cement; and to ascertain the effect of transport and distribution management on performance of Dangote Cement Company Gboko, Benue State Nigeria. The study adopted a survey research approach, using questionnaire administration for data generation from 295 respondents of the company. The data were analyzed using descriptive and inferential statistics. The t-test and p-values from regression analysis (statistical package for social science, version 25.0) was used for test of hypothesis. Findings showed that supplier relationship ($t= 4.042$, $p= 0.004$) as well as transportation and distribution management ($t= 3.026$, $p= 0.001$) had significant/positive effect on performance of Dangote Cement Company Gboko. The study concludes that supply chain management can be seen to have implications for transportation and distribution management and supplier relationship management, for potentially equipping cement manufacturing companies capable of aiding the sustenance of supply chain and building on existing sales growth, cost effectiveness, and market share thereby enhancing performance. The study recommends amongst others that management of Dangote Cement should emphasize a more sustained and improved structure in transport and distribution management that projects a more ideal location of warehousing and transport network route that is effectively done, so as to help sustain the supply chain posture, as it will enhance collaborating with vendors and stakeholders in being compliant thereby increasing sales growth and market share, and enhancing the performance of the company.*

1.0

INTRODUCTION

1.1 Background of the Study

Across the globe, there has been increased demand for better services, which in turn, has challenged manufacturing firms to boost performance. Performance and higher productivity among organization are the main target and dreams of organizations. With increasing competition, manufacturing companies have appreciated the need for supply chain effectiveness and their performance and are advancing their resources to effectively compete in the global space. For the performance improvement as well as to stay competitive in the market, the most important and valuable way is to have efficient supply chain management. In the past decade, businesses and organizations have recently shown an increased interest in Supply Chain Management (SCM) in order to enhance performance. SCM has evolved from labor-intensive operations to the present administration of global networks. Amidst the current global instability in

terms of conflicts (Obrenovic *et al.*, 2023), environment and climate (Sun *et al.*, 2023; Guan *et al.*, 2023), global markets are characterized by intensified competition and extensive supply chains.

Traditionally the flow of materials has been considered only at an operational level, but this approach is no longer adequate (Chesbrough, 2020). It is now essential for business to manage the supply chain in order to improve customer service, achieve a balance between costs and services thereby giving the company a competitive advantage (Hussain *et al.*, 2018). Many organizations today are forced to increase their global market share in order to survive and sustain growth objectives. At the same time, these same organizations must defend their domestic market share from international competitors. The challenge is how to expand the global logistics and distribution network, in order to ship products to customers who demand them in a dynamic and rapidly changing set of channels (Chesbrough, 2020).

Strategic positioning of inventories is essential, so that the products are available when the customer wants them (Birkie and Trucco, 2020). Bogers *et al.* (2019) also claims that supply chain should actually be efficient and effective. In this case, efficient means to minimize resource use to accomplish specific outcomes; and effective, in terms of designing distribution channels. Efficiency is measured by delivery performance, product quality, backorders and inventory level, whereas effectiveness is measured by service quality and the service needs.

Long-term competitiveness therefore depends on how well the company meets customer preferences in terms of service, cost, quality, and flexibility, by designing the supply chain, which will be more effective and efficient than the competitors'. To be able to optimise this equilibrium, many strategic decisions must be taken and many activities coordinated. This requires careful management and design of the supply chain. The design of supply chains represents a distinct means by which companies innovate, differentiate, and create value (Bogers *et al.*, 2019). The challenge of supply chain design and management is in the capability to design and assemble assets, organizations, skills, and competences. It encompasses the team, partners, products, and processes.

It is important for the operations of the business to remain competitive because the business environment is getting more challenging. Therefore, implementation of the supply chain is important to improve the operations of the business (Hussain *et al.*, 2018). This will be later on translated into improved organizational performance. Though supply chain management is not a new strategy, there are still a number of issues which are needed to be addressed. These issues include a lack of understanding towards the practices of supply chain management and a lack of basic knowledge towards supply chain management despite realizing its importance (Duensing *et al.*, 2023).

Nowadays organizations have prioritized the management of supply chain as a competitive culture, vision and strategy to have an advantage over competitors in the firm. The advantage a firm has over competitor through increase market share, sales growth enhances high profitability which is a yardstick to measure organizational performance. The basic idea regarding the concept of organizational performance is that the organization is an asset of capital resources, physical resources, human and productive assets used to achieve a shared goal. These assets will be committed to the organization if these assets are giving value to the organization (Kontsevaia and Berger, 2017). It is against this backdrop that this study seeks to examine the effect of supply chain management on the performance of Dangote Cement Company, Gboko, Benue State.

1.2 Statement of the Problem

Dangote Cement Company Gboko, Benue State as a major player in cement manufacturing in Nigeria have had its own fair share of supply chain management bottlenecks; to the experience of unavailability of the cement product around the State and Nigeria at large. However, despite the company efforts in improving its operational performance in terms of market share and sales growth through supply chain management practices, the company is yet to ascertain her optimal product performance on the fact that cement retailers and builders often times complained of the unavailability of the product therefore, it has become expedient for the company to apply suitable supply chain management strategies that will help increase the company's product performance in terms of sales growth and market shares.

In spite of the company involved in the use of supply chain management practices in, they are confronted with challenges of lack of effective supplier relationship management, inadequate information flow management, strategic supplier partnership, inadequate order process management, and safety measures.

Although, the current scenario has been studied previously around the world (examples; Chesbrough, 2020; Roscoe *et al.*, 2020; Culot *et al.*, 2023; Duensing *et al.*, 2023) and, which findings show significant relationship between supply chain management and organizational performance, which studies are in different locations and sectors from the current one; hence there is dearth in empirical; therefore this study examines the effect of supply chain management on organizational performance in Dangote Cement Gboko Benue State, Nigeria.

1.3 Objectives of the Study

The main objective of the study is to examine the effect of supply chain management on organizational performance of Dangote Cement Company Gboko, Benue State, Nigeria. The specific objectives of the study are to:

- i assess the effect of supplier relationship management on organizational performance of Dangote Cement Company Gboko, Benue State;
- ii ascertain the effect of transportation and distribution management on organizational performance of Dangote Cement Company Gboko, Benue State;

1.4 Hypotheses

The study is guided by the following research hypotheses;

H₀₁: Supplier relationship management has no significant effect on organizational performance of Dangote Cement Company Gboko, Benue State.

H₀₂: Transportation and distribution management has no significant effect on organizational performance of Dangote Cement Company Gboko, Benue State.

2.0

LITERATURE REVIEW

2.1.1 Concept of Supply Chain Management

The concept of Supply Chain Management (SCM) has been considered from different perspectives, such as purchasing and supply management, logistics and

transportation, operations management, marketing, organizational theory, management information systems (Abdallah *et al.*, 2021). The focus of SCM is integration of three broad functions namely supplier relationship management (SRM), internal supply chain management (ISCM) {inventory and warehousing management (IWM) and transportation and distribution management (TDM) and customer relationship management (CRM) with a view to managing the smooth flow of product, information and funds among the supply chain partners and delivering superior value to the end customers (Popoola, 2019).

Hussain *et al.* (2018) defined supply chain as encompassing every effort involved in producing and delivering a final product from the supplier's supplier to the customer's customer. Most of the SCM definitions cited material/physical, finances, services and/or information flow as key concepts of activities. Popoola (2019) described the primary goal of SCM as effectively managing the flow of materials and information from supply sources to the final point of sale. SCM has also been described as the management of raw materials, in-process materials and finished-goods inventories from the point of origin to the point of consumption and the planning and control of materials and information from suppliers to end customers.

Khan and Siddiqui (2018) defined SCM as 'the systematic, strategic coordination of the traditional business functions within a particular company and across businesses within the supply chain, for the purposes of improving the long-term performance of the individual companies and the supply chain as a whole'. According to Adekunle *et al.* (2022), supply chain management is the management of the interface relationships among key stakeholders and enterprise functions that occur in the maximization of value creation which is driven by customer needs satisfaction and facilitated by efficient logistics management.

Ambreen and Siddiqui (2018) defined supply chain management as the works to bring the supplier, the distributor and the customer into one cohesive process. According to Aldehwin *et al.* (2023), supply chain management has recently concentrated on closer relationships between parties involved in the flow of goods from the supplier to the end-user. However, the concept of SCM adding value for consumers and stakeholder's highlights that the value-added components of SCM, such as technical support and training services, clearly separates it from traditional logistics management (Panahifar *et al.*, 2018).

2.1.2 Dimensions of Supply Chain Management

This study adopts the supply chain management dimensions from the study by Krause (2017). The dimensions are as follows:

i. Supplier Relationship Management

Supplier relationship management is defined by Achimba and Ombai (2022) as the organization's long-term connection with its supplier. It focuses on long-term relationships between trading partners and encourages collaborative planning and problem-solving efforts (Ikegbunam and Onuoha, 2023). Organizational strategic relationships create shared advantages and continued collaboration in important strategic areas like as technology, products, and markets (Gyan, 2021). 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). Supplier development practices were traditionally perceived as un-economical. Ayantoyinbo and Adeolu (2021) exemplified by the existence of large supplier bases and arms-length relationships. Low cost, efficient supply chains were often unable to respond to unexpected changes in demand or supply, due to their scale economies (Lee, 2014).

ii. **Transportation and Distribution Management**

Transportation and logistics management perspective focuses on reduction of inventories both within and across the organizations in the supply chain and improvement of service level (Dujak, 2019). As global markets evolved, supply chain managers are faced with continuously changing market dynamics, new global markets and stressful competitive environments (Mehra and Inman, 2014). Dealing with traditional tradeoffs is no longer an option and firms are finding the need to optimize their supply chain strategies over a much broader base (Elbegzaya, 2020).

2.1.3 Concept of Organizational Performance

Performance, according to Kamau and Thogari (2022), can be defined as the extent to which an organization's products and services meet the expectations of its customers. It indicates the potential of the supply chain to provide products and services to the customer. Work and organizational psychology revolve around the concept of performance. Performance is the competency of an organization to transform the resources within the firm in an efficient and effective manner to achieve organizational goals (Dawabsheh *et al.*, 2019). Organizational goals vary depending on the purpose for which they are established. Business organizations, like cement manufacturing firms, have market share -profit, sales growth and survival as the main goals.

2.2.4 Dimensions of Organizational Performance of Cement Company

For the purpose of this study, organizational performance is measured using sales growth and market share.

i. Sales Growth

Sales growth refers to the amount a company derives from sales compared to a previous corresponding period of time in which the later sales exceed the former. It is usually given as a percentage (Muhammad, 2021). Sales growth is considered positive for a company's survival and profitability. It is an important measure of performance (Hidayat and Muhammad, 2018). Sales growth targets play a major role in the perceptions of business managers. Kaplan and Mu'azizah (2018) argue that firms must use a wide variety of goals, including sales growth, to effectively reach their financial objectives.

ii. Market Share

Hassan (2023) defines market share as "the proportion of the total quantity or monetary sales in a market that is held by each of the competitors. The market can be defined as broadly as the industry, or all substitutes, or as narrowly as a specific market segment. The choice of market depends on which level gives the best insight into competitive position".

2.2 Theoretical Framework

The study adopted the Resource Based View (RBV) Theory as its main theory.

2.1.1 Resource-Based View (RBV)

The resource-based view (RBV) of the firm, by Wernerfelt (1984) averred that firm behavior may be interpreted as a look for competitive gain. Within the competitive market structure parties in the supply chain seek to have an impact on over the elements of production, those can offer them with an aggressive facet over their closest competitors (Bromiley and Rau, 2016). Mitra, O'Regan and Sarpong (2017) states that the implementation of value creating method via a company affords a competitive benefit when it's miles current or capacity competition simultaneously not put into effect a value creating strategy. This aggressive gain may be sustained as lots

as the popularity of a degree of overall performance situation to no longer simultaneously imitated with the useful resource of the by way of any current or feasible competition. Resource diversity and resource immobility are the two major assumptions of the resource-based view of corporations (Barney, 1991). In keeping with Barney's view, beneficial resource diversity (useful resource heterogeneity) is involved with ownership of resource or capability, if several rival agencies own the same useful resource or functionality of the focal company, then that resource cannot offer a competitive benefit over the competitors. Resource immobility explains the complexity of accomplishing a resource via competition due to the fact the cost of attainment, improvement, acquisition or use that resource is too immoderate. Because of this, the sustainable competitive benefit depends on these assumptions via imparting a framework for figuring out whether or not a technique or technology provides a real gain over the marketplace. The RBV of the firm shows that a company's human capital management, technology control, and innovation, in addition to R&D practices, can make a contribution appreciably to maintaining competitive gain and are hard to imitate (Mitra *et al.* 2017). Therefore, the advent of resource diversity (intellectual human capital and skills) and resource immobility (complicated method of constructing/attainment), fosters the sustainable competitive advantage creation and improvement.

In the context of supply chain management, tangible and intangible resources influence the creation, sustainability, and competitive gain through value creation is the principle consciousness of resource-based view. This value creation is ensured by developing inimitable tangible and intangible resources in supply chain relations. In a supply chain relationship, even as numerous resources owned or managed through opposite numbers, there can be a complicated supply chain relational function, then that of direct coordination relationship concerning interdependency context (Touboullic and Walker, 2015). The RBV means that the reason for introduction of accepts as genuine with based absolutely collaborative value makes ground of assets pooling to shape supply chain relation. Immobility, inimitability, sustainability are a few traits of resources which emphasize on value creation, and thereby assists in improvement of supply chain alliance.

2.3 Review of Related Empirical Studies

Usoro *et al.* (2023) investigated the effect of supply chain management (SCM) on performance of organizations within the rubber production industry in South-South Nigeria. The findings revealed that performance of rubber production firms was highest when both SCM and IT deployment were categorized as high (mean = 28; SD = .00), compared to other levels of SCM and IT deployment. This result was confirmed by ANOVA, Scheffe's Post Hoc, and Eta squared, which produced statistically significant values (F-value (2.47) = 194.580; $p < .05$) when IT was considered moderator in the model. The Eta squared value of 0.892, indicated that transportation and distribution powered by IT accounted for 89.2% of the observed variance in the performance of the companies.

Ogomegbunam (2023) study considered supply chain management (SCM) practices and manufacturing firms' performance in Delta State, Nigeria. Specifically, it investigated the relationship between strategic purchasing practices, strategic supplier partnership, customer relationship, and Just-In-Time capability as dimensions of SCM on non-financial performance of manufacturing firms. Results

showed that there exists a significant relationship between strategic purchasing practices and manufacturing firms' performance; a statistically significant relationship exists between strategic supplier partnership and manufacturing firms' non-financial performance; there is a significant positive relationship between customer relationship and manufacturing firms' performance; and a statistically significant relationship exists between Just-In- Time (JIT) capability of a manufacturing firm and its non-financial performance.

Ikegbunam and Onuoha (2023) determined the correlation between supply chain management and organizational performance of Port Harcourt's manufacturing firms. The study's objectives looked at the supply chain management strategies used by manufacturing firms and how they affected organizational performance as well as supply chain strategies that have been disrupted by a number of reasons. It was concluded that supply chain management with supplier relationship management, transportation and distribution, and material availability has significant influence on growth and improved organizational performance.

Omigie and Kubeyinje (2022) examined how supply chain management (SCM) impacts the performance of manufacturing organizations in Nigeria. The study found that a positive and statistically significant relationship exists between supply chain management variables such as transport management, information flow management, and order fulfillment process management, and the performance of manufacturing organizations in Nigeria.

Sedyaningrum *et al.* (2019) focused to analyze the role of strategic supplier partnership (SSP) and its impact on integration in supply chain (SC), performance of supplier relationship management and the performance of farmers in Indonesia. The findings revealed that improvement of SC integration and SC management was the main factor in increasing their performance and development.

Wafula and George (2015) conducted a study in order to investigate the impact that strategic supplier partnership creates on the organizational performance in energy related sector. This study was based on the Kenya Pipeline Company Limited. This study analysis showed that the strategic supplier partnership has helped improving the networking and communication between the organizations and suppliers. Further the results provided neutral results that SSP has brought computerization of the system of inventory management and the improved innovation in supply chain. The results showed that strategic supplier partnership has brought improvements in the delivery time of petroleum products in market.

3.0 METHODOLOGY

The study adopted case study design survey design, as it involved a particular organization as a case study.

The population comprised of staff of Dangote Cement Company Gboko, Benue State, Nigeria. Which are one thousand and one hundred (1100). The population consists of 462 senior staff and 638 junior staff.

The study employed Yamane's (1967) formula to get the sample size of 293. The data for this study were collected through questionnaire administration. Validity and reliability were done before the actual study. Primary data served as the major source of data collection for this study. Primary source of data for this study were obtained mainly through structured questionnaire.

The model employed for this study is multiple regression model which involves the independent variable (supply chain management), and the dependent variable (organizational performance). Therefore, the model specification to test the formulated hypotheses is as follows:

The model for this research is given as

$$OP=f(SRM,TDM)$$

Where

OP = Organizational Performance

SRM= Supplier Relationship Management

TDM = Transport and Distribution Management

The regression model, thus is given as

$$OP = x + \beta_1SRM+ \beta_2 TDM + e \dots\dots\dots (1)$$

Where

x = Intercept of the regression

$\beta_1 - \beta_2$ = parameter estimates

e = error term

4.0 RESULTS AND DISCUSSION

295 copies of the questionnaire were distributed by the researcher to the respondents out of which 295 (representing 100 %) were correctly filled and returned. The answers supplied by the respondents according to the questionnaire were presented in tables and subsequently analyzed as follows:

The result retrieved from the respondents on the research variables including, supplier relationship, transport and distribution management, as well as organizational performance were presented using frequency counts and percentages.

Table 1 Model Summary

R	R-Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
.844 ^a	.712	.710	1.7117	2.724

a. Predictors (Constant), Suppliers Relationship Management, and Transportation and Distribution Management

b. Dependent Variable: Organizational Performance

Source: SPSS regression print out (version 25.0 for windows output), 2024.

The coefficient of determination (R^2) shows that supply chain management practices contributed 71.2 % variation in organizational performance while the remaining 28.6 % is accounted by other factors outside the model. This implies that supply chain management practices of Suppliers Relationship Management, and Transportation and Distribution Management are significant in explaining the variation in the dependent variable (organizational performance).

Table 2: Regression Coefficient Result

Model	Beta	T	Sig
1 (Constant)	.547	6.961	.000
Sup. Rel. Mgt.	.612	4.642	.004
Tr. & Dist. Mgt.	.601	3.026	.001

a. Dependent Variable: Organizational Performance

Source: SPSS regression print out (version 25.0 for windows output), 2024.

Table 3: Analysis of Variance (ANOVA)

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	98.164	2	49.082	21.22	.001 ^b
Residual	156.310	290	.539		
Total	254.474	292			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Suppliers Relationship Management, and Transportation and Distribution Management

Source: SPSS regression print out (version 25.0 for windows output), 2024.

The table shows that the independent variables statistically and significantly predict the dependent variable $F = 21.22$, $p = 0.001$. This implies that the regression model is a good fit of the data.

4.2 Test of Hypotheses and Discussion of Findings

H₀₁: Suppliers' relationship management has no significant effect on the performance of Dangote Cement Company, Gboko, Benue State.

The analysis of research question one was to assess the effect of supplier relationship management on the performance of Dangote Cement Company Gboko, Benue State. From table 1, the (R^2) statistic was 0.712. Taking into the record the contribution of the explanatory variable in performance of Dangote Cement Company Gboko, from table 2, the beta value for supplier relationship management was 0.612. The beta value apparently indicated that the predictor variable of supplier relationship management had a positive effect on performance of Dangote Cement Company Gboko (t -computed 4.642 > t -critical 1.960, $p = 0.004 < .05$). Therefore, the null hypothesis was rejected.

The findings of this investigation agree with Ogamegbunam (2023), Ikegbunam and Onuoha (2023), as well as Sedyaningrum (2019) amongst others; who all avers that organizations that want to enhance their organizational performance needs to develop and maintain deeper and closer relationships with other links in the supply chain network. Also, that organizations nowadays shift their strategy of vertical integration towards integration with other firms with more expertise and adding value, whether

procurement, manufacturing, or delivering products and services to end consumers, more efficiently and effectively in terms of quality, time or cost; so as to maintain market share. Supply chain integration improves the performance of all the activities performed in the supply chain.

Therefore this study concludes that there is a positive/significant effect of supplier relationship management on performance of Dangote Cement Company Gboko, Benue State.

H₀₂: Transportation and distribution management has no significant effect on the performance of Dangote Cement Company, Gboko, Benue State.

The analysis of research question two was to assess the effect of transportation and distribution management on the performance of Dangote Cement Company Gboko, Benue State. From table 1, the (R^2) statistic was 0 .712. Taking into the record the contribution of the explanatory variable in performance of Dangote Cement Company Gboko, from table 2, the beta value for transportation and distribution management was 0.601. The beta value apparently indicated that the predictor variable of transportation and distribution management had a positive effect on performance of Dangote Cement Company Gboko (t -computed 3.026 > t -critical 1.960, $p=0.001 < .05$). Therefore, the null hypothesis was rejected.

The findings of this investigation agree with Usoro *et al.* (2023), Ikegbunam and Onuoha (2023), Omigie and Kubeyinje (2022), amongst others; who all avers that detailed records kept for each executive transport in the company, facilitates the selection of any subsequent transport, comparing the cost of previous transports. Future planning of any transport avoids all breakpoints that have occurred in previous transports. The existence of such systems and databases allows quick comparison of data from past activities and provides improved activity or reducing potential costs and time lost so the company can choose the most favorable and cheapest option. Through proper transport and distribution management, the operational performance is enhanced through reduced cost, enhanced market share and improved service delivery and thus enhance performance.

Therefore this study concludes that there is a positive/significant effect of transport and distribution management on performance of Dangote Cement Company Gboko, Benue State.

CONCLUSION

The study concludes that supply chain management (supplier relationship management as well as transportation and distribution management) can be considered an effective and potent tool for provoking performance (in terms of sales growth and market share) as they have potentials for enhancing the performance in Dangote Cement through creating a robust and well sought out management strategy of transportation and distribution management and supplier relationship management. Supply chain management can be seen to have implications for transportation and distribution management and supplier relationship management, for potentially equipping cement manufacturing companies capable of aiding the sustenance of supply chain and building on existing sales growth, cost effectiveness, and market share thereby enhancing performance. Hence, supply chain management has positive and significant effect on performance of Dangote Cement Company Gboko, Benue State.

RECOMMENDATIONS

Sequel to the findings and conclusions above, the following recommendations are made:

- i. Management of Dangote Cement should emphasize a more sustained and improved structure in transport and distribution management that projects a more ideal location of warehousing and transport network route that is effectively done, so as to help sustain the supply chain posture, as it will enhance collaborating with vendors and stakeholders in being compliant thereby increasing sales growth and market share, and enhancing the performance of the company.
- ii. Management of Dangote Cement should be steadfast in continuously engaging in robust relationship with their suppliers and maintaining cordiality at all times. This will help them to have continuous suppliers and enhance their performance.

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