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I have the honour of introducing the inaugural issue of the *LASU Journal of Multidisciplinary Nigerian Studies (LASUJMNS)*, Volume 1, Number 1 (December 2025). This maiden publication represents a significant step in the commitment of Lagos State University to advancing rigorous, multidisciplinary scholarship focused on Nigerian realities.

LASUJMNS was established to provide a credible academic platform for high-quality research that interrogates the social, economic, political, educational, cultural, and technological frameworks in Nigeria. The journal responds to the growing need for scholarly work that moves beyond single-discipline approaches and offers integrated, evidence-based perspectives capable of informing policy, practice, and public discourse.

As a peer-reviewed, biannual, open-access journal, LASUJMNS is committed to academic excellence, ethical publishing, and accessibility. All submissions undergo a rigorous double-blind peer review process in line with international best practices and the principles of the Committee on Publication Ethics (COPE). Only original, methodologically sound, and relevant manuscripts are considered for publication.

The articles featured in this inaugural issue reflect the multidisciplinary scope and scholarly standards of the journal. They address contemporary Nigerian issues across key sectors, which offers insightful analyses, empirical findings, and practical implications that contribute meaningfully to national development discussions.

I sincerely appreciate the dedication of the Editorial and Advisory Boards, the professionalism of our reviewers, and the confidence of the authors who contributed to this first volume. Their collective efforts have laid a strong foundation for the journal. On behalf of the Editorial Board, I invite scholars, policymakers, and practitioners to engage with this issue and to partner with us in building a vibrant platform for multidisciplinary Nigerian studies.

Prof. M. O. B. Mohammed, FNAEAP

Editor-in-Chief

LASU Journal of Multidisciplinary Nigerian Studies (LASUJMNS)

Lagos State University.

Contents

| | |
|--|----------------|
| Assessing Effects of Climate Change on Solar Photovoltaic (PV) Output Using Remote Sensing of Radiation and Cloud Cover Nwachukwu D. N. & Ugochukwu E. E. | 1-11 |
| A Study of the Last Mile Supply Chain of Fast-Moving Consumer Goods Among Micro Retail Outlets In Alimosho Local Government Area Akinmolayan G. O. & Opatola J. A. | 12-33 |
| Direct Social Cost of Education and Community Service Output in Public Universities in Southwest, Nigeria Ayeni A. O. | 34-42 |
| A Socio-Historical Analysis of the Causes, Costs, And Government Responses to Youth Crime in Lagos State Since 1999 Sanni, M. O. | 43-65 |
| Teachers' Recruitment Process and Students' Academic Performance in Lagos State Public Junior Secondary Schools, Nigeria Shittu T. O. Agbola, B. A. & Mohammed, M. O. | 66-71 |
| Cognitive, Technical, Interpersonal Skills and Leadership Effectiveness of Public Senior Secondary School Principals in Lagos State, Nigeria Mohammed M. O. B. & Olufemi J. E. | 72-82 |
| Effect Of Employee Relations Practices on Organisational Performance: A Study of Dufil Prima Foods (De-United Foods Industries Ltd), Nigeria Bello B. A., Ologbenla P., Taofiq L., Azeez, J. E., and Folarori T. S. | 83-94 |
| Exchange Rate Management and Renewable Energy-Induced Economic Diversification in Oil-Dependent Economies Lawal-Arogundade S. O. Adenuga, I. A., Salami L. O., Yanwhe J. B. | 95-107 |
| First-Year General Nigerian Studies (GNS) Courses in Lagos State University: What Our Students Have to Say Abdus-Semiu S. A. | 108-118 |
| A Systematic Literature Review of Supply Chain Practices and Organisational Performance: Synthesising Evidence and Advancing Knowledge Among SMES in Nigeria Lawal B. A. & Odion A. S | 119-141 |
| Ethical Use of Generative AI and Development Guidelines Among Business Education Lecturers in Public Tertiary Institutions in Lagos State, Nigeria Mohammed, M. O., Shittu, T. O., Abudu, A. M., Mohammed, A. O., & Dairo, T. S. | 142-150 |

Psychological Measurements to Fostering Ethical Behaviour Among
Tertiary Education Students in Lagos State

Taiwo, O., Olagunju, I. S., & Etobro, B. A.

151-158

Education And the Grass-is-Green Syndrome: Colonies of Mind and the
Courage to Cultivate Our Own Grass

Dosunmu, S. A., & Mohammed, M. O. B.

163-168

Exploring The Influence Of Technological Factors On Organisational
Operational Efficiency In Selected Nigerian It Organisations

**Tongo, N. I., Mobolanle, A. O., Alamu, K. A., Olasupo, M. O., &
Okesade, F. A.**

169-178

Relevance Of Women Art Education In Nigeria: The Past, Present, And
Future Context

Ajayi, N. O., & Akhogba, A. E.

183-192

A SYSTEMATIC LITERATURE REVIEW OF SUPPLY CHAIN PRACTICES AND ORGANISATIONAL PERFORMANCE: SYNTHESISING EVIDENCE AND ADVANCING KNOWLEDGE AMONG SMES IN NIGERIA

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Abstract

This study examines the impact of supply chain management (SCM) practices, specifically focusing on technology adoption, collaboration, and integration across procurement, inventory, and logistics, on the performance of Small and Medium-sized Enterprises (SMEs) in Nigeria. Using a systematic literature review and meta-analysis of 48 eligible papers guided by the PRISMA framework, the study identifies key themes and trends in SCM practices and their influence on organisational outcomes. Findings reveal that technology-driven and integrated supply chain practices enhance visibility, streamline operations, enable data-driven decision-making, and improve operational efficiency. Strategic collaboration with suppliers further strengthens competitiveness by facilitating risk-sharing, knowledge exchange, and resource optimisation. Despite challenges such as limited financial resources and technological constraints, SMEs adopting holistic SCM approaches demonstrate greater resilience, agility, and customer responsiveness. The study concludes that prioritising supply chain integration, technological innovation, and strategic partnerships is essential for sustained organisational performance. Future research should examine contextual factors such as infrastructure, policy environment, and digital readiness that may moderate the effectiveness of SCM practices among SMEs.

Keywords:

Supply chain management, organisational performance, SMEs and competitiveness

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Introduction

Supply chain management (SCM) has become a critical factor influencing organisational performance across various industries worldwide (Foli & Timiyo, 2022). In recent years, the emphasis on effective supply chain practices has increased significantly, particularly among Small and Medium-Sized Enterprises (SMEs), which play a pivotal role in economic development and job creation in developing countries (Yahaya & Nadarajah, 2023). SMEs in Nigeria represent a substantial segment of the local economy, providing goods and services that support both local consumption and broader regional markets. Despite their importance, many SMEs face challenges related to inefficient supply chain management, including poor procurement processes, inadequate inventory control, and weak logistics systems (Okeke,

2024). These inefficiencies often result in suboptimal organisational performance, limiting the capacity of SMEs to compete effectively in increasingly dynamic and globalised markets. The relationship between supply chain practices and organisational performance is widely acknowledged in both academic and practical contexts. Well-coordinated supply chains can enhance operational efficiency, reduce costs, improve customer satisfaction, and increase profitability (Ayam, 2023). For SMEs, effective SCM practices such as supplier relationship management, demand forecasting, and inventory optimisation can lead to improved business outcomes, including higher productivity and better market positioning (Okoumba, Mafini & Bhadury, 2020). However, SMEs in this region are often constrained by limited resources, technological gaps, and a lack of skilled personnel, which hampers their ability to adopt and implement modern supply chain strategies (Mudau, et al., 2024). Furthermore, socio-economic factors and infrastructural deficiencies contribute to logistical challenges, making it imperative to explore how tailored supply chain interventions could enhance SME performance.

Given these considerations, it is crucial to examine current supply chain practices among SMEs and their impact on organisational performance. This study aims to fill the gap in empirical data by assessing how various SCM components such as procurement, inventory management, and distribution affect key performance indicators within SMEs (Obonyo, et al., 2025). Understanding these dynamics will provide valuable insights for policymakers, business managers, and stakeholders seeking to improve the competitiveness and sustainability of SMEs (Okeke, 2024). Moreover, it will contribute to the broader literature on supply chain management in emerging economies by highlighting contextual factors that influence the success of SMEs in managing their supply chains effectively (Rakshit, et al., 2024). Ultimately, this research intends to offer practical recommendations for improving supply chain practices to foster organisational growth and resilience in today's challenging business environment (Nwibere & Needorn, 2024).

Small and Medium-Sized Enterprises (SMEs) in Nigeria are pivotal to the local economy, contributing significantly to employment generation and economic development. However, despite their importance, many of these enterprises face challenges in achieving optimal organisational performance, often due to ineffective supply chain practices (Wube & Atwal, 2024). Previous studies have highlighted that SMEs in Nigeria generally exhibit low levels of SCM adoption, which adversely affects their operational efficiency and competitiveness (Olubiyi, et al., 2024). This issue is further compounded by infrastructural deficits, such as poor road networks and unreliable power supply, which hinder effective SCM implementation. Therefore, there is a pressing need to investigate the specific supply chain practices employed by SMEs and their impact on organisational performance.

A significant gap in the existing literature is the lack of empirical studies focusing on the relationship between SCM practices and organisational performance (Ayokunmi, et al., 2025). While research has been conducted in other regions of Nigeria, such as Lagos, Kogi, and Abuja, the findings may not be directly applicable to other regions due to differing socio-economic and infrastructural conditions (Olayiwola, et al., 2024). This disparity underscores the necessity

for localised research to understand how specific SCM practices influence the performance of SMEs. Without such context-specific studies, recommendations for improving SME performance may not be effective or relevant to the unique challenges faced by these enterprises (Ajayi & Laseinde, 2023).

Furthermore, existing studies such as Yahaya and Nadarajah (2023) have focused on individual aspects of SCM, such as procurement or inventory management, without considering the integrated nature of these practices and their collective impact on organisational performance. SMEs frequently operate in silos, with limited coordination between different supply chain functions, leading to inefficiencies and reduced performance (Asha, et al., 2023). A holistic approach that examines the interrelationships among various SCM components is essential to identify synergies and areas for improvement. Such an approach would provide a more comprehensive understanding of how integrated SCM practices can enhance the overall performance of SMEs (Rejeb, et al., 2023).

Lastly, there is limited research examining the influence of external factors such as government policies, economic conditions, and market dynamics on SCM practices and the performance of SMEs (Obiri-Yeboah, et al., 2025). External factors play a significant role in shaping the operational environment of SMEs and can either facilitate or hinder the effectiveness of SCM practices (Bargouthi, et al., 2025). Specific challenges such as fluctuating exchange rates, inconsistent power supply, and regulatory bottlenecks can impact the cost and reliability of supply chain operations. Understanding how these external factors interact with internal SCM practices is crucial for developing strategies that enhance SME performance in the face of such challenges.

Research Questions

This study provided answers to the following research questions

1. How do current supply chain management practices affect the organisational performance of Small and Medium Scale Enterprises (SMEs)?
2. To what extent does technology adoption influence the efficiency of supply chain management and organisational performance among SMEs?
3. How do integrated supply chain management practices across procurement, inventory, and logistics impact the overall performance of SMEs?

Theoretical Foundation

Resource-Based View (RBV)

The Resource-Based View (RBV), initially popularised by Barney (1991), posits that an organisation's competitive advantage and superior performance stem from its possession of valuable, rare, inimitable, and non-substitutable (VRIN) resources and capabilities (Kraaijenbrink, et al., 2010). These resources may be physical, human, technological, organisational, or relational in nature. According to the RBV, it is not merely the possession of resources that drives success, but rather how these resources are orchestrated, configured, and leveraged over time to achieve sustained performance improvements (Armstrong & Shimizu,

2015). The RBV provides a useful framework for explaining heterogeneity in the adoption of supply chain management (SCM) practices and how variations in resource endowment led to differences in performance among SMEs (Lockett, et al., 2009). Some SMEs may lack sufficient capital, technology, or managerial competence to adopt and sustain advanced SCM practices, placing them at a competitive disadvantage (Madhani, 2010).

The RBV also enables researchers and practitioners to identify which resources are valuable, rare, inimitable, and non-substitutable (VRIN) within specific local contexts, emphasising not only short-term efficiency but also long-term sustainable competitive advantage (Helfat, et al., 2023). This is particularly critical for SMEs, as they require durable rather than transient performance improvements. Employing the RBV framework therefore allows for a deeper exploration of how SCM practices contribute to sustained organisational performance (El Nemar, et al., 2025). Several studies on Nigerian SMEs and supply chain management have already applied or implicitly adopted RBV logic (Cooper, et al., 2023). Consequently, the RBV serves as a suitable theoretical foundation for investigating how supply chain practices, grounded in internal resource availability, influence organisational performance among SMEs.

Transaction Cost Economics (TCE)

Transaction Cost Economics (TCE), largely developed by Ronald Coase (1937) and later expanded by Oliver Williamson, focuses on the costs incurred in making economic exchanges specifically, the costs of searching for suppliers, negotiating contracts, monitoring performance, resolving disputes, and managing uncertainty and opportunism (Tadelis & Williamson, 2012). Key constructs in TCE include asset specificity, uncertainty, and frequency of transactions, and governance structures that is, whether transactions are conducted internally through vertical integration or externally via market contracts (Nagle, et al., 2020). Applied to supply chain management, TCE suggests that firms, including SMEs, choose governance structures and supply chain practices that minimise transaction costs. For example, SMEs may prefer long-term supplier relationships or formal contractual agreements when suppliers provide highly specialised goods or when market uncertainty is high (Wacker, et al., 2016).

TCE offers a valuable analytical lens for understanding procurement decisions such as outsourcing versus insourcing, supplier selection, contract design, and investments in monitoring or quality control (Rindfleisch, 2020). SMEs frequently face choices regarding whether to outsource certain functions such as transportation, warehousing, or information technology or to manage them internally. TCE provides criteria (asset specificity, uncertainty, and transaction frequency) that help predict these decisions and their likely performance outcomes (Lacity & Khan, 2016). In the Nigerian context, SMEs often experience elevated transaction costs due to factors such as poor infrastructure, weak legal systems, and unreliable communication networks (Ketokivi & Mahoney, 2020). Understanding these constraints through the lens of TCE allows policymakers and managers to design governance mechanisms and supply chain strategies that mitigate inefficiencies, reduce risks, and improve overall organisational performance.

Dynamic capabilities theory

The Dynamic Capabilities Theory posits that organisations can develop and exploit distinctive skills to adapt to changing environments, shape their competitive advantage, and achieve superior performance (Kapoor & Aggarwal, 2020). According to this theory, firms must continuously identify and seize opportunities while reconfiguring and renewing their resources and competencies in response to dynamic and uncertain market conditions (Teece, 2023). The theory also emphasises that strategic decision-making and organisational learning processes are essential for the creation and deployment of dynamic capabilities (Sunday & Vera, 2018). To enhance adaptability and responsiveness, organisations must make strategic decisions regarding resource allocation, investment in new skills, and adjustments to organisational structures (Garbellano & Da Veiga, 2019).

The theory further highlights the importance of aligning and reconfiguring internal resources with prevailing environmental conditions (Sijabat, et al., 2021). In this context, dynamic capabilities enable firms to gain a competitive advantage by sensing and shaping opportunities and responding effectively to external changes. Ultimately, the key to long-term success lies in an organisation's ability to build, integrate, and deploy capabilities more rapidly and effectively than its competitors (Teece & Linden, 2017). In conclusion, dynamic capabilities represent strategic and organisational processes that provide firms with a sustained competitive advantage by enabling continuous adaptation and the creation of new resource configurations in response to evolving business environments.

Conceptual Review

Organisational Performance

Organisational performance is a multidimensional concept that reflects how effectively an organisation achieves its goals and objectives. It is commonly measured through a range of indicators, including profitability, productivity, market share, customer satisfaction, and employee engagement (Sethibe & Steyn, 2016). In the context of Small and Medium Scale Enterprises (SMEs), organisational performance is particularly critical, as it determines the sustainability and competitiveness of the enterprise in a rapidly changing business environment. Odongo, et al., (2019) note that performance encompasses more than financial outcomes; it also includes operational efficiency, innovation, and adaptability to environmental changes. Since SMEs often operate with limited resources, their ability to utilise these resources efficiently becomes central to achieving positive performance outcomes (Santos, Belton, Howick & Pilkington, 2018). Scholars such as Ogunyomi and Bruning (2016) further argue that organisational performance is shaped by both internal and external factors.

In developing economies such as Nigeria, SME performance is frequently constrained by inadequate infrastructure, limited access to finance, and regulatory challenges (Ogosi & Agbaeze, 2018). Moreover, in many SMEs particularly those in emerging markets non-financial performance indicators serve as early signals of operational weaknesses or growth opportunities, making them vital for effective management decision-making (Sethibe & Steyn, 2016). As business environments become increasingly volatile, SMEs' need to evaluate

performance through multiple dimensions rather than relying solely on financial metrics (Onu, et al., 2018). Despite these challenges, SMEs that successfully align their internal capabilities with external market demands tend to outperform those that fail to do so. This underscores the significance of strategic alignment and resource optimisation in enhancing organisational success and sustaining long-term competitiveness (Amah & Ahiauzu, 2013).

Supply Chain Practices

Supply chain practices refer to the array of strategies, routines, relationships, and systems through which firms manage and coordinate the flows of materials, information, and finances across both upstream and downstream networks (Al-Naimat & Davies, 2025). Over time, researchers have identified several core practices, including supplier relationship management, information sharing and quality, logistics management, procurement practices, customer relationship management, and lean or sustainable practices (Adamu, et al., 2025). In SMEs, particularly in resource-constrained environments such as many regions of Nigeria, the adoption of these practices varies in extent and effectiveness, often influenced by contextual constraints. However, even among adopters, the awareness and consistency of implementation were uneven (Oladoye & Akinlo, 2023). This suggests that beyond merely establishing supplier ties or exchanging data, the quality and reliability of information, as well as the depth of supplier collaboration, are critical for achieving performance outcomes. Poor-quality information or weak supplier relationships often undermine efforts to optimise inventory, reduce lead times, or manage disruptions effectively.

A study by Oladoye and Akinlo (2023) evaluated the level of adoption of various supply chain management practices among manufacturing SMEs in South-Western Nigeria. Their findings indicated that strategic supplier partnerships, customer relationship management, information sharing, and postponement practices were among the more widely adopted. Adamu, et al., (2025) found that among firms surveyed in Nigeria, Inventory Management Practices (IMP), Logistics Management Practices (LMP), and Supplier Relationship Practices (SRP) had significant positive effects on firm performance. Procurement practices also showed positive associations, although these were often less pronounced (Adamu, et al., 2025).

For instance, in the Nigerian consumer goods sector, sustainable supply chain management (SSCM) practices such as supplier relationship management with sustainability criteria, lean operations, and environmental considerations were found to enhance the financial sustainability of listed firms (Anisulowo et al., 2024). These lean or sustainable practices help firms reduce waste, energy, and resource inefficiencies, while also improving public image or compliance. Such improvements indirectly support performance by lowering costs and potentially opening market access. In summary, the literature consistently indicates that various supply chain practices supplier relationship management, high-quality and timely information sharing, procurement strategies, logistics and inventory control, as well as lean and sustainable practices, positively impact both organisational and supply chain performance.

Current Supply Chain Management Practices

Supply chain management (SCM) practices are widely recognised as critical drivers of organisational performance, particularly within Small and Medium Enterprises (SMEs) operating in competitive and resource-constrained environments, such as Nigeria. SCM practices encompass activities such as procurement, inventory management, logistics, supplier collaboration, and information sharing, all aimed at improving efficiency, reducing costs, and enhancing customer satisfaction (Wube & Atwal, 2024). Nigerian SMEs that effectively implement these practices often experience improved operational efficiency, profitability, and market responsiveness, which are essential for survival and growth in a challenging business environment (Uwamahoro, et al., 2025). Moreover, the role of technology in SCM has become increasingly significant. Okpo (2025) emphasised that digital tools, including Enterprise Resource Planning (ERP) systems and mobile-based inventory platforms, facilitate real-time data sharing, better forecasting, and rapid decision-making, all of which contribute to enhanced organisational outcomes (Sulaiman & Ganiyu, 2024). However, the adoption of such technologies remains uneven due to infrastructural and financial constraints prevalent in Nigeria, highlighting the need for supportive policies and capacity-building initiatives to enable SMEs to fully leverage modern supply chain practices (Okanlawon, et al., 2025).

Technology Adoption

Technology adoption plays a pivotal role in enhancing organisational performance, particularly within Small and Medium Enterprises (SMEs), which often operate in highly competitive and resource-constrained environments such as Nigeria (Liverpool-Tasie, et al., 2020). The integration of digital technologies, including Enterprise Resource Planning (ERP) systems, Customer Relationship Management (CRM) platforms, mobile applications, and automation tools, enables firms to streamline operations, improve productivity, reduce costs, and respond swiftly to market demands (Fahim & Mahadi, 2022). However, significant challenges hinder technology adoption among Nigerian SMEs. These challenges include high implementation costs, limited access to skilled labour, unreliable power supply, and resistance to technological change, particularly in resource-constrained or rural areas (Ajayi & Laseinde, 2023). By facilitating better communication, data management, and process automation, technology adoption directly contributes to improved operational efficiency and customer satisfaction, which are critical dimensions of organisational performance (Zhou, 2024). The influence of contextual factors such as infrastructure quality, government policies, and cultural attitudes toward technology adoption remains underexplored (Obiri-Yeboah, et al., 2025). While infrastructure deficits, including unreliable electricity and poor internet connectivity, are frequently cited barriers, few studies systematically examine how these factors moderate the effectiveness of technology adoption on performance (Ajayi, et al., 2021). Adopting digital technologies allows firms to reduce errors, minimise delays, and optimise resource allocation, collectively boosting performance outcomes (Okoumba, et al., 2020). Furthermore, technology adoption enhances SMEs' capacity to innovate and adapt to changing business environments, supporting long-term competitiveness and sustainability.

Integrated Supply Chain Management Practices

Integrated Supply Chain Management (ISCM) refers to the coordinated and seamless management of all supply chain activities from procurement and production to inventory management and distribution across multiple internal departments and external partners. The primary goal of ISCM is to achieve end-to-end visibility, optimise resources, reduce costs, and enhance customer satisfaction (Opoku, et al., 2025). In the context of Small and Medium Enterprises (SMEs), particularly in Nigeria, adopting ISCM practices can significantly improve organisational performance by fostering collaboration, minimising inefficiencies, and enhancing responsiveness to market changes (Komakech, et al., 2024). ISCM enables firms to leverage technology for data sharing, joint problem-solving, and coordinated decision-making, thereby reducing redundancies and facilitating quicker responses to disruptions (Effah & Aboagye, 2024). For Nigerian SMEs, the integration of supply chain activities across internal functions and external partners enhances visibility and control over resources, which translates into better risk management and more sustainable performance outcomes (Al-Naimat & Davies, 2025). Nevertheless, challenges such as infrastructural inadequacies, financial constraints, and limited managerial capabilities often hinder the full realisation of ISCM benefits in Nigeria.

Relationship between supply chain practices and Organisational Performance

Current supply chain management practices and organisational performance

Empirical evidence from Nigeria indicates a positive and significant relationship between supply chain management (SCM) practices and organisational performance. For instance, Obonyo et al. (2025) found that Nigerian SMEs that developed strategic supplier relationships and invested in logistics coordination recorded higher sales performance and improved customer retention rates. Similarly, Oladoye and Akinlo (2023) reported that manufacturing SMEs in Nigeria that adopted integrated supply chain information systems experienced superior inventory turnover and reduced lead times, which contributed to overall firm performance. These findings highlight that SCM practices are not merely operational tasks but constitute strategic capabilities that enhance competitive advantage. Despite the growing recognition of SCM's importance in Nigeria, several research gaps persist. Firstly, much of the existing research is cross-sectional and descriptive, offering limited insight into the causal mechanisms through which SCM practices influence performance over time (Okeke, 2024). Longitudinal studies tracking the evolution of SCM practices and their impact on SME performance are scarce.

Secondly, while numerous studies have examined the adoption of SCM practices broadly, there is inadequate exploration of contextual factors such as infrastructural deficiencies, cultural norms, and government policies that may moderate the effectiveness of SCM in Nigerian SMEs (Rakshit et al., 2024). These contextual factors could significantly influence the relationship between SCM and organisational performance but remain underexplored. Future research could investigate how Nigerian SMEs can incorporate these dimensions to enhance resilience and achieve sustainable long-term performance (Nwibere & Needorn, 2024).

Technology adoption and organisational performance

Empirical evidence from Nigeria supports a positive association between technology adoption and organisational performance. For example, Olayiwola et al. (2024) found that SMEs leveraging digital tools experienced significant improvements in sales growth and inventory turnover, driven by enhanced decision-making and real-time data analytics. Similarly, Ajayi and Laseinde (2023) demonstrated that Nigerian manufacturing SMEs adopting modern technologies, such as ICT-based supply chain management systems, reported increased productivity and profitability. Digital transformation facilitates new product development, market expansion, and enhanced customer engagement, all of which contribute positively to organisational growth (Yahaya & Nadarajah, 2023). However, despite these benefits, the pace of technology adoption among Nigerian SMEs remains uneven due to challenges such as limited financial resources, insufficient technical skills, inadequate infrastructure, and resistance to change (Asha, et al., 2023).

Significant research gaps persist in understanding the relationship between technology adoption and organisational performance in the Nigerian SME context. Firstly, there is a scarcity of longitudinal studies examining how sustained technology adoption affects organisational performance over time. Most existing research relies on cross-sectional designs, which limit insights into causal relationships and long-term outcomes (Wube & Atwal, 2024). Secondly, limited research has explored the adoption of emerging technologies such as artificial intelligence, blockchain, and big data analytics among Nigerian SMEs and their specific impacts on organisational capabilities and competitive advantage.

Integrated supply chain management practices and organisational performance

Studies within Nigeria have demonstrated a positive correlation between Integrated Supply Chain Management (ISCM) practices and various performance indicators, including operational efficiency, financial outcomes, and market competitiveness. For example, Obonyo et al., (2025) found that Nigerian SMEs adopting integrated supply chain processes such as synchronised procurement and production planning, real-time information sharing, and collaborative logistics achieved better inventory management and reduced lead times, resulting in improved profitability. Similarly, Al-Naimat and Davies (2025) highlighted that the integration of supplier relationships and internal functions leads to smoother operations and higher customer satisfaction among manufacturing SMEs in Lagos.

Despite growing evidence of the benefits of ISCM, important research gaps remain, particularly in the Nigerian SME context. First, much of the existing research is fragmented, tending to focus on isolated supply chain components rather than examining holistic integration across the entire supply chain network (Komakech et al., 2024). Additionally, limited empirical studies investigate the role of human factors such as leadership commitment, inter-organisational trust, and collaboration culture in fostering effective ISCM among Nigerian SMEs (Effah & Aboagye, 2024). These socio-organisational elements are crucial for successful integration but are often overlooked.

Research Gap

Although there is a growing body of empirical literature examining how supply chain management (SCM) practices influence SME performance in Nigeria, several gaps remain that limit both theory and practice. First, much of the literature is cross-sectional and based on self-reported survey responses (Yahaya & Nadarajah, 2023). For instance, the study by Ajayi and Laseinde (2023) on SCM and SME performance in Nigeria surveyed SME owners and managers to examine strategic supplier alliances, information sharing, and collaborative governance in relation to operational efficiency, customer satisfaction, and profitability. While positive relationships were observed, the study cannot establish causality or capture how these relationships evolve.

Second, insufficient attention has been paid to contextual moderating and mediating variables. Many studies, such as Olubiyi et al., (2024), demonstrate that information sharing, quality, and supplier partnerships positively affect SME financial performance but do not explore the conditions under which these effects are strengthened or weakened. Furthermore, many investigations focus on a limited set of SCM practices, omitting potentially important elements such as risk management, sustainability, digital supply chain integration beyond ICT adoption, advanced analytics, and real-time monitoring (Ogunyomi & Bruning, 2016). This limitation is particularly evident in qualitative studies, which identify barriers such as human behaviour and lack of digital infrastructure, but do not quantify the adoption of diverse SCM practices across industries.

Finally, the theoretical application remains narrow. Most studies rely solely on Resource-Based View (RBV) or Transaction Cost Economics (TCE), with few integrating multiple theoretical lenses such as dynamic capabilities, institutional theory, or network theory to explain how resource constraints, institutional environments, or stakeholder networks shape SCM adoption and performance outcomes. Additionally, research seldom addresses implementation challenges in depth, such as how SMEs overcome constraints related to technology, finance, culture, and staff skills, beyond merely listing them (Bargouthi et al., 2025).

Methods and Materials

The study adopts a combination of systematic literature review (SLR) and case study as its primary research design. The systematic literature review follows the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework, while the case study investigates supply chain practices and processes within SMEs in Nigeria. The justification for this research design is based on the premise that a systematic literature review using PRISMA provides comprehensive and reliable information, enabling rigorous critical analysis in any research investigation. The integration criteria employed in the systematic and meta-analytic approach facilitate the identification of knowledge gaps, challenges, and core supply chain practices. This evidence-based approach ensures a robust understanding of how supply chain management influences organisational performance.

Systematic Literature Review

A systematic literature review (SLR) is regarded as a research methodology that provides a comprehensive synthesis and critical analysis of prior and existing studies on a specific topic through a defined and rigorous process, thereby reducing bias and enhancing the reliability of findings (Lame, 2019). By synthesising existing evidence, SLRs help identify research questions for which answers are already available, while also highlighting areas where further investigation is required. Additionally, SLRs improve the overall quality of research by minimising bias and subjective interpretations, ensuring a more objective and evidence-based understanding of the topic.

PRISMA Statement Flow Chart

The PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) framework enhances transparency in research by providing structured procedures to critically identify high-quality sources, studies, and articles relevant to supply chain management and organisational performance. As part of its justification, PRISMA reduces bias and improves the overall quality of the study by ensuring the use of up-to-date, well-referenced, and credible sources that meaningfully contribute to the research focus. Furthermore, PRISMA serves as a standardised basis for reporting systematic reviews across various types of research, particularly in the evaluation of interventions, and enables a critical appraisal of published reviews to identify gaps in the existing literature.

Case Study

The study focuses on the nature of supply chain practices among SMEs and their influence on organisational performance. Specifically, it examines Nigerian SMEs, with emphasis on the characteristics, challenges, and potential of their supply chain methods. The case study approach is justified as it allows for an in-depth and critical examination of key issues, including SMEs' supply chain practices, the role of digital transformation in enhancing these practices, and the implementation of integrated logistics systems. This approach provides rich, contextual insights that are essential for understanding how SMEs can optimise their supply chain operations to improve performance.

Literature Search Strategy

To carry out the literature search based on a systematic literature review using the PRISMA method, the following steps are adopted:

Keyword search

The study searched databases for appropriate keywords which are stated below:

“Supply chain management”, “logistics management”, “procurement practices”, “inventory management”, “supplier relationship management”, “supply chain integration”, “supply chain performance”, “business performance”, “operational performance”, “financial performance”, “productivity”, “efficiency”, “competitive advantage”

Inclusion and exclusion criteria: These conditions are based on specific parameters to determine whether related articles should be included or excluded from the study:

Inclusion

- The article must be published in the English language.
- The article must discuss issues related to supply chain management and organisational performance.
- The article must be available in a reputable database.
- The paper must have been published recently, at least within the last seven (7) years.
- The article must be accessible and available without any restrictions.
- Lastly, the paper must have a good impact factor.

Exclusion Criteria

The exclusion conditions are based on the following:

- Articles that do not extensively review issues on supply chain management, practices, and organisational performance are excluded.
- Studies that lack a good impact factor or are not published in reputable databases are excluded.
- Articles that are not published in the English language are excluded.

Database Search and Analysis

The table serves as a guide for this study to identify the databases from which all articles and papers used in this study are sourced.

Number of Articles, databases and sample Journals

| Database | Sample Journal | Number of Journals identified (N = 48) | Number of Journals qualitative in synthesis (N = 14) |
|------------------------------------|--|---|---|
| SAGE Journals | i. Knowledge Drivers for Resilience and Transformation. ii. Cogent Business & Management. iii. Journal of Sustainability Research iv. African Journal of Management Research v. Africa Journal of Management. vi. SAGE Open. vii. International Journal of Business and Society viii. Journal of Agribusiness in Developing and Emerging Economies. | 8 | 2 |
| Taylor & Francis Online | i. Journal of Sustainability Research. ii. Journal of Computer Information Systems. | 7 | 2 |

| | | | |
|--------------------------------------|---|---|---|
| Scopus (Elsevier) | iii. Web of Teachers: Inderscience Research. | 5 | 1 |
| | iv. Journal of Innovation and Entrepreneurship | | |
| | v. Journal of the International Council for Small Business. | | |
| | vi. Building Research & Information, | | |
| | vii. Revista de Gestão Sociale Ambiental. | | |
| | viii. Journal of Innovation and Entrepreneurship. | | |
| | ix. Cogent Business & Management. | | |
| | x. Procedia Computer Science. | | |
| | xi. Cleaner Logistics and Supply Chain. | | |
| | xii. Journal of Public Procurement. | | |
| | i. Modern supply Chain Research and Applications | | |
| | ii. Journal of Global Operations and Strategic Sourcing. | | |
| Emerald Insight | iii. Journal of Innovation and Entrepreneurship | 8 | 3 |
| | iv. Journal of Industrial Engineering and Operation Management. | | |
| | v. International Journal of Real Estate Studies. | | |
| | vi. Iconic Research and Engineering Journals. | | |
| | vii. Journal of Facilities Management | | |
| | viii. The International Journal of Logistics Management | | |
| | i. International Journal of Business and Social Science | | |
| | ii. SN Business & Economics | | |
| Web of Science (Clarivate) | iii. Journal of Engineering Economics | 6 | 2 |
| | iv. Journal of Nature Sustainability | | |
| | v. Environmental Science and Pollution Research | | |
| | vi. Business Ethics and Leadership | | |
| | i. Modern Supply Chain Research and Applications | | |
| | ii. Africa Journal of Management | | |
| Springer | iii. Applied Economics & Business | 4 | 1 |
| | iv. Journal of Management Information | | |
| | i. Africa Journal of Management | | |
| | ii. Procedia Management Science | | |
| ScienceDirect (Elsevier) | iii. Journal of the International Business | 3 | 1 |
| | i. Journal of Public Procurement | | |
| | ii. Journal of Sustainability Research | | |
| Google Scholar | iii. Applied Economics & Business | 7 | 2 |
| | i. Journal of Public Procurement | | |
| | ii. Journal of Sustainability Research | | |

- iv. UBS Journal of Business and Economic Policy
- v. Journal of Sustainability
- vi. International journal of Construction Management
- vii. Cogent Business & Management.

| | | |
|--------------|-----------|-----------|
| Total | 48 | 14 |
|--------------|-----------|-----------|

Meta-Analysis

The above table presents adequate information on the number of articles selected from the database based on keyword searches. In order to provide an appropriate meta-analysis, the PRISMA flow chart statement was adopted. The flow chart shows that 93 papers were initially searched from the above databases, out of which 10 articles were removed because the databases from which they were sourced are not listed and recognised as reputable. Further processing showed that 83 studies were screened after reading the abstracts to consider whether the discussions and arguments in these studies aligned with the overall focus of the study. The next stage was to consider the eligibility of the articles further based on the exclusion criteria; 21 articles were subsequently dropped after this test, making the total number of eligible studies 62 papers. These papers then underwent detailed meta-analysis to re-examine the exclusion conditions, and at this stage, 14 articles were removed, leaving a total of 48 studies for full eligibility for qualitative synthesis in this study. The flow chart is presented below:

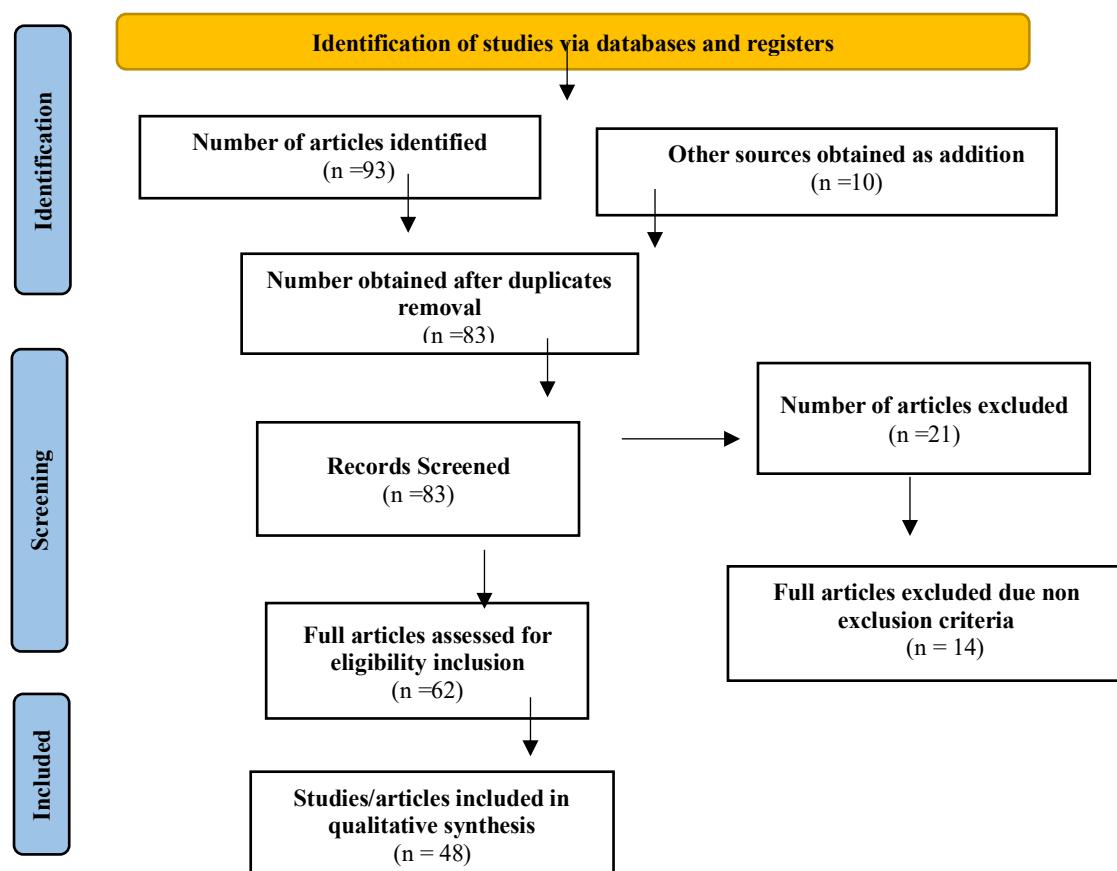


Figure 1: The flow chart of reviewed articles

Analysis and Synthesis

The study examines how supply chain practices can influence organisational performance, with a specific focus on SMEs in Nigeria. It also aims to advance knowledge on the nature, challenges, and key issues of an effective supply chain system by relying primarily on a traditional thematic approach. The justification for this is based on its ability to carefully identify core studies that are meaningful to the needs of a particular study under investigation, specifically in qualitative research. The system allows text material to be searched based on categories, patterns, and themes relevant to the study within the identified databases through an effective coding system and interpretation. This method aligns with approaches outlined in interpretive research, where coding can be generated systematically through case studies or secondary data.

Analysis and Discussions Based on the Research Question

Research Question I: How do current supply chain management practices affect the organisational performance of Small and Medium Scale Enterprises (SMEs)?

The research questions focus on how current supply chain management practices affect organisational performance. To achieve the goal of this study, a systematic literature review was conducted, using keywords to search databases in order to select quality journals. To further enhance the quality of the process, inclusion and exclusion criteria were applied within a specified span of years. The meta-analysis enabled a filtration process to be carried out on these journals, and 24 reputable journals were assessed for eligibility. This system allows for flexibility, reliability, and pattern-driven analysis to improve the search process in ways that individual studies may not reveal. See the table below:

Themes on how current supply chain management practices affect the organisational performance of SMEs (N=24)

| S/N | Themes | Number of articles in which the theme has appeared | Importance Rank |
|-----|---|--|-----------------|
| 1 | Technology Adoption and Digitalisation | 16 | 5 |
| 2 | Operational Efficiency and Cost Reduction | 10 | 3 |
| 3 | Supplier Relationship Management | 18 | 4 |
| 4 | Collaboration and Networking | 8 | 1 |
| 5 | Agility and Responsiveness | 12 | 6 |

Note: 'n' means the number of papers reviewed

The above table presents the most significant themes on current supply chain management practices, and these identified themes can enhance the capacity for improving organisational performance among SMEs in Nigeria. The themes provide core explanations of what current supply chain practices may entail in today's business models and emphasise their significance to performance. These results correspond with previous research by Okanlawon et al. (2025), which found that businesses that maintain close, trust-based relationships with their suppliers

experience improved product quality, timely delivery, and greater supply reliability. Such relationships often result in better negotiation terms and shared knowledge, contributing to innovation and cost savings. Furthermore, Zhou (2024) corroborates these findings, reporting that SMEs that have adopted digital tools such as Enterprise Resource Planning (ERP) systems, data analytics, and real-time tracking platforms experience enhanced decision-making and visibility across the supply chain. These technologies enable better demand forecasting and inventory control, leading to reduced costs and improved customer service. Therefore, SMEs that embrace technology, foster collaboration, and build strong supplier and customer relationships tend to outperform those with fragmented or outdated supply chain systems.

Research Question II: To what extent does technology adoption influence the efficiency of supply chain management and organisational performance among SMEs?

The above research question focuses on the role of technology-driven initiatives on business performance among SMEs. To answer this research question, the researcher searched for appropriate keywords, in reputable databases, applying key criteria (inclusion and exclusion) within the body of extant literature through a systematic approach. Following the meta-analysis, 25 peer-reviewed articles were selected to analyse the research question, focusing on issues related to technology adoption and organisational performance. See the table below:

Themes on how does technology adoption influences the efficiency of supply chain management and organisational performance among SMEs (N=25)

| S/N | Themes | Number of articles in which the theme has appeared | Importance Rank |
|-----|--|--|-----------------|
| 1 | Process automation and operational efficiency. | 23 | 2 |
| 2 | Collaboration and Information Sharing. | 19 | 4 |
| 3 | Data analytics and decision-making. | 17 | 5 |
| 4 | Competitive advantage and market Performance. | 10 | 1 |
| 5 | Digital integration and supply chain visibility. | 21 | 3 |

Note: 'n' means the number of papers reviewed

The above table provides a critical review of the most significant themes from the literature that address the research questions. The themes focus on key strategies and current trends in ICT adoption and supply chain practices, highlighting perspectives and arguments on the extent of the relationship between technology adoption and organisational performance. These findings are consistent with other empirical and extant literature. For instance, Ajayi and Laseinde (2023) note that technological integration allows managers to monitor stock levels, track deliveries, and identify bottlenecks in real time, thereby improving operational control and reducing inefficiencies. Similarly, Obiri-Yeboah et al., (2025) argue that digital

communication platforms, such as cloud systems, WhatsApp Business, and e-commerce portals, enable SMEs to interact seamlessly with suppliers and customers. Furthermore, Okoumba et al., (2020) support this finding, indicating that SMEs leveraging technology report higher levels of customer satisfaction, streamlined operations, and reduced transaction costs.

Research Question III: How do integrated supply chain management practices across procurement, inventory, and logistics impact the overall performance of SMEs?

The research questions focus on how integrated supply chain management practices across procurement, inventory, and logistics influence organisational performance. A critical review using the thematic approach was conducted to search databases for articles and studies that specifically address this research question. Inclusion, exclusion, filtering, and meta-analysis procedures were applied to identify relevant themes, resulting in 18 related articles being selected based on the search. See the table below:

Themes on how integrated supply chain management practices across procurement, inventory, and logistics impact the overall performance of SMEs (N=18)

| S/N | Themes | Number of articles in which the theme has appeared | Importance Rank |
|-----|--|--|-----------------|
| 1 | Improved Supply Chain Visibility and Decision-Making | 15 | 1 |
| 2 | Strategic supplier and partner collaboration | 8 | 4 |
| 3 | Operational efficiency and cost reduction | 14 | 2 |
| 4 | Enhanced customer satisfaction and service delivery | 18 | 3 |
| 5 | Agility, flexibility, and competitive advantage | 13 | 5 |

Note: 'n' means the number of papers reviewed

The table highlights key themes that operationalise integrated supply chain management practices and their implications for SME performance. The findings provide appropriate information and serve as a guide for future studies on core integrated supply chain management principles. These findings are supported by other empirical investigations. For instance, Opoku, et al., (2025) support the current finding that integration facilitates real-time information sharing, which minimises uncertainty and improves coordination between internal departments and external partners. For SMEs, such visibility is particularly critical, as it enables them to respond swiftly to market fluctuations, manage risks effectively, and optimise resource utilisation despite limited operational capacity. Furthermore, Al-Naimat & Davies (2025) and Komakech et al., (2024) both corroborate this finding, noting that while building strategic collaborations and partnerships can be challenging for SMEs due to resource and bargaining limitations, such collaborations allow them to leverage partners' expertise and infrastructure to compensate for internal constraints.

Conclusion

This study set out to explore how supply chain management (SCM) practices particularly those related to technology adoption, collaboration, and integration across procurement, inventory, and logistics, affect the overall performance of Small and Medium-sized Enterprises (SMEs). Using a systematic meta-analysis and thematic synthesis of 48 eligible papers guided by the PRISMA framework, the study provides critical insights into the multidimensional impacts of SCM practices on organisational outcomes. The findings indicate that integrated and technology-driven supply chain practices are pivotal to enhancing SME performance. The meta-analysis revealed that technology adoption and digitalisation improve supply chain visibility, streamline processes, and enable data-driven decision-making. These innovations foster agility, responsiveness, and customer satisfaction core indicators of sustainable business performance. Furthermore, operational efficiency and cost reduction emerged as central themes, demonstrating that supply chain integration leads to better resource utilisation, reduced lead times, and improved inventory control.

Strategic supplier collaboration was also shown to play a vital role, enabling SMEs to leverage external expertise, share risks, and enhance overall competitiveness. Additionally, the integration of procurement, inventory, and logistics was found to significantly strengthen SMEs' ability to manage uncertainties, improve customer service delivery, and achieve long-term growth. Despite challenges such as limited financial resources and technological constraints, SMEs that adopt holistic supply chain management approaches demonstrate greater resilience and competitiveness in dynamic markets. In conclusion, the evidence underscores that, to thrive in today's complex and technology-driven business environment, SMEs must prioritise supply chain integration, strategic collaboration, and continuous technological innovation. These practices not only enhance operational efficiency but also build the agility and visibility necessary for sustained competitive advantage and superior organisational performance. Future research should further investigate contextual factors, such as infrastructure, policy environment, and digital readiness, which may influence the successful implementation of integrated supply chain management among SMEs'.

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